

# REDI Regional Tourism Plan

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The Studio Group Marketing & Communications Ltd.  
for REDI Northwest Alberta.



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# EXECUTIVE SUMMARY

The Mackenzie Region is seeking to develop its tourism industry as a fourth but equally important business sector to complement its existing economic mainstays - oil and gas, forestry products and agriculture. REDI Northwest has established a tourism committee which is investigating opportunities for tourism development in the region.

The region's tourism sector is currently fragmented between communities, companies and associations. For the tourism sector to survive and grow these various stakeholders must be able to get behind common goals and allow for the co-ordination of their combined efforts to achieve them.

## **A Destination Marketing Organisation (DMO)**

In creating a DMO consisting of municipal funding members, associated members, and paid members, the destination will be able rally behind a brand created to represent the region's tourism assets. The DMO and its brand will also act as guiding concepts for the development of new assets and marketing efforts and a centralizing foundation for bringing the stakeholders together. But the DMO will only succeed if all members' perspectives are represented at the board level, and if the DMO is perceived to be working to the betterment of the entire community, not just for a few.

A DMO structure comprising seven appointed board positions for funding members, and six elected board positions for representatives of the various tourism sectors should ensure that the Mackenzie Region DMO is able to function with a minimal degree of factionalism and power imbalances. The recommended structure includes a President, Vice-President, Treasurer, Secretary and Past President. A template of governance and by-laws is provided in the appendix, and it is suggested that the DMO add its own ethics statement.

As in other DMOs throughout Alberta and Canada, a destination marketing fund should be introduced to provide vital funding for the DMO's marketing endeavours. Tourists have been exposed to DMFs for some years now and are well aware of what they are for. The 2% additional charge to their hotel room or campsite bill is too insignificant to reduce demand.

The Mackenzie Region is characterised as having the same few enthusiastic people involved in many community organisations. For this reason, to avoid burning out the founding members and board, it is recommended that the organisation decide on the 'one big thing' that will drive the greatest initial inertia for the group. As new members join, the organisation will have more human resources allowing it to populate the five recommended committees. The committees should have representatives from the local Chambers of Commerce and Boards of Trade to ensure the voices of their members are heard.

Chamber members should be encouraged to join the DMO since they will ultimately be the ones to benefit most from a well-established tourism industry. By conducting public relations activities and eliciting the support of local media, the DMO should educate local residents about the benefits of a tourism industry. In gaining the residents' support for its efforts, it will gain the support of local business owners and operators.

Different classes of membership are suggested to meet the needs of different sectors of the community, and to allow for reciprocal partnerships with neighbouring DMOs, such as the NWT.



## The Opportunities

This document discusses current global tourism trends and seeks to show how they can be applied in the Mackenzie Region to increase its tourist appeal.

The Mackenzie Region has an abundance of wilderness and wildlife. It has opportunities to develop its motorsports into a tourist draw, and package its golf offerings to attract young men and women from the Peace Region for weekend stays. Attendees and participants of the La Crete Pro Rodeo can be enlightened about the many compelling activities and attractions in the area. These promotion efforts would be greatly assisted with an investment in tourism signage.

Hard and soft ecotourism and experiential tourism activities, respectfully including aboriginal culture, can be developed in the Bistcho Lake and Hay-Zama Complex areas. These would be enticing to RV-driving German and French tourists who have a love for Canada's wilderness.

Agritourism has the potential to become a supporting component of La Crete's and the region's tourism industry, and with some focused enhancement, Fort Vermilion's history could also play a role in drawing overnight visitors.

The Peace River might become an additional highway for daytripping boating enthusiasts if concerted lobbying efforts can succeed in getting the Government of British Columbia to reduce the amount of refuse allowed into the river at the Bennett Dam.

The mature sectors of fishing and hunting can be promoted to a new niche market. By billing the Mackenzie Region as the learning ground for these sports, the uninitiated could gain some experience and training from devoted experts.

Crew workers who are posted in the region for several consecutive weeks represent a market segment that should be educated and persuaded to get out of the camps for some fun and interesting new encounters with the region.

Self-drive tourists are yet another opportunity for the region. By building a better value proposition in the minds of driving tourists, they might be encouraged to overnight in the Mackenzie Region contributing to its economic wellbeing. Approx 12,200 tourists drive through the region each summer but without sufficient RV parks or campsite facilities, or incentive to spend some time in the region, they continue to pass through without staying or venturing off the highway onto the Mackenzie Circle where they can visit Fort Vermilion for its history and La Crete for its local food products. A DMO can bring together all the resources and marketing expertise to encourage tourism growth and promote investment.

## Inception for Survival and Success

The Mackenzie Region DMO must establish itself correctly from the outset to ensure its survival and success. It must gain the confidence, trust and support of the local residents who need to understand that they stand to gain from the correct development of tourism. Without this moral legitimacy, the DMO will not succeed. However, the region has many opportunities to build its total value proposition in the minds of tourists, which will establish tourism as another economic pillar for the Mackenzie Region.

# 1. INTRODUCTION

## 1.1 Project Overview

In 2007, the Regional Economic Development Initiative for Northwest Alberta (REDI) conducted a SWOT Analysis of tourism assets and potential tourism development in the Mackenzie Region. A tourism committee was established and it identified the next step as being a detailed analysis and exploration of tourism opportunities in the region.

The scope of the study incorporates a comprehensive analysis of the region's tourism industry as it is today, planning for future tourism endeavours, and what potential exists for future development. This includes consideration of tourism trends.

Given the diversity of the municipalities, associations, and private tourism operators involved in the industry, partnerships need to be built and relationships initiated. This can be achieved within the context of a destination marketing organisation (DMO) which can be created to form the backbone of the region's tourism industry and drive tourism development.

The Studio Group (tSG) has worked in conjunction with REDI, the various visitor information centre (VIC) operators, Chambers of Commerce, and influential individuals throughout the Mackenzie Region to gain insight and understanding of the tourism industry as it is, and as it could be. tSG found there exists a strong belief in the viability of a tourism industry. Harnessing the common passion for developing tourism will ensure great success.

This report outlines where lies the common ground so the passion can be more easily harnessed, bringing everyone together to work towards common goals which will benefit all communities and their residents.

## 1.2 Objectives

The primary objective for this report is to provide direction for the development of the tourism industry in the Mackenzie Region. REDI broke this into the following component parts:

- Identify tourism potential for the Mackenzie Region
- Identify/define key tourism opportunities in the Mackenzie Region
- Develop partnerships between municipalities, tourism operators, hoteliers, and tourist information centres throughout the region
- Overview of tourism in the Mackenzie Region
- Strategy for developing/expanding upon tourism industry
- Recommendations for reaching tourist market
- Tourism outlook for future growth, including implementation plans and governance recommendations
- Recommendations for industry/REDI response to tourism development

### 1.3 Consultation Process

Primary research conducted by tSG comprised consultation with many industry incumbents in the Mackenzie Region. The process included a meeting with REDI's tourism committee to ascertain an understanding of the current situation and desired future directions. The session, held Monday, August 17, 2009 explored:

- past and present tourism endeavours
- local economic conditions and how they have motivated a shift towards tourism
- general tourism opportunities and advantages of the Mackenzie Region
- potential target markets
- the possible structure of a DMO
- potential market positioning of the region

Present at the session were:

- Michael Thompson
- Michael Cheeks
- Michael Osborn
- Peter Braun
- Dicky Driedger
- Lil Sokoloski
- Darlene Anderson
- Crystal Draper

Discussions were also conducted with the following individuals:

- Pat Cabezas, CEO, Ndeh Limited Partnership
- Chris MacLeod, President, High Level Motocross Association
- Veronica Alward, All About Travel, Fort Vermilion & President, Board of Trade
- Eleanor Teichroeb, Manager, La Crete Chamber of Commerce
- Laurie Renauer, Manager, High Level & District Chamber of Commerce
- Brian Gramson, High Level Snowmobile Association

### 1.4 Research

Secondary research consisted of:

- a review of academic literature
- industry reports published by governments, tourism organisations, and global tourism bodies
- trade newspapers and magazines

Also, tSG spent several days in the region exploring the various tourism assets to gain first-hand knowledge and experience of what the region offers.

A review of reports and statistics available from the Canadian Tourism Commission (CTC) found recent economic crises have rendered it out-of-date. While Alberta Tourism maintains fairly up-to-date data, its consumer and travel intentions surveys are also too old to be relevant. However, these reports were used to provide background where appropriate.

## 2. CURRENT SITUATION

### 2.1 Economic Conditions

Global economic conditions have had an impact on the Mackenzie Region. Agriculture has remained buoyant (Alberta Finance & Enterprise, August, 2009) and continues to bring in revenues for the area. However, the other main industries, forestry products and oil & gas extraction, have both suffered during the current downturn. Two lumber mills have closed, and the third is verging on shutdown. The dollar value of Alberta's lumber shipments has decreased by 25% since 2008, while drilling activity has declined by 66% (Alberta Finance & Enterprise, August, 2009).

With little oil and gas activity, High Level's hotels and motels are reporting lower-than-usual occupancies (REDI Tourism Committee, 2009). High Level has approximately 800 hotel rooms (REDI Tourism Committee, 2009) and a population of about 4000 people (Town of High Level, 2008) which calculates to 0.20 hotel rooms per resident. This is significantly more than Edmonton which has 0.03 hotel rooms per resident (Statistics Canada, 2009; CVent.com, 2009), and demonstrates the important role of accommodation services in High Level's economy. During the oil and gas boom of 2005 and 2006, Northern Alberta hotels were enjoying annual average occupancy levels in the mid- to high-seventy percent range. By 2007 it had fallen to 70% (Alberta Tourism, Parks & Recreation, 2009), and was continuing to fall through 2008.

With industrial crews and business travellers representing 81.3% of Northern Alberta's hotel business (Alberta Tourism, Parks & Recreation, 2009), it stands to reason that any downturn in drilling activity or lumber production will have a severe effect on High Level's hoteliers, with additional effects on retailers, car rental companies, restaurateurs, and other service providers. However, these are not the same concerns as the Mackenzie's other major centres, Fort Vermilion and La Crete where the economies are based more on agriculture.

Cash receipts for Alberta farms increased 3.9% for Quarter 1, 2009 in comparison to the same period in 2008. Wheat and durum wheat experienced significant falls in revenues, but receipts from other crops and livestock more than made up for them (Alberta Finance & Enterprise, August, 2009). Nonetheless, history has shown that agriculture is not an industry that can be relied upon for consistent revenues. Current climatic conditions suggest that farm revenues might soon decline (Sands, 2009).

It is in this context that the region's business leaders are turning to tourism as a possible source of new revenues. The Mackenzie provides the only road access to Yellowknife, is a 'backdoor' to Wood Buffalo National Park, offers historic sites, and has abundant wildlife and natural beauty, giving it great potential as a tourism destination.

### 2.2 Tourism Industry

#### 2.2.1 OUTLOOK

The Canadian tourism industry will endure a decline over the short- to medium-term. The rising Canadian dollar and current economic conditions are reducing the travel intentions of Canadians, Americans, Australians, and Europeans, although there have been "some signs of stabilisation". (Conference Board of Canada, Financial and Flu Concerns Curbing Global Travel Demand; Conference Board of Canada, Summer 2008).

Of Canadian domestic tourism, the Government of Nova Scotia believes:

- The number of short getaway trips will rise
- “Pent-up demand will increase as travel plans are postponed, helping to boost recovery in 2010”
- Late booking and last-minute decisions will increase this season
- “If fuel prices remain low, may support increased traffic from short or medium haul markets”

(Crouse, 2009)

The 2010 Vancouver Winter Olympics are expected to boost Canada’s prospects for tourism growth in 2010 and beyond.

“According to the Visa international tourism survey, one in four respondents said they are likely to attend the 2010 Winter Games, and the majority of those visitors also plan to visit other parts of Canada. In the year ahead, there is an opportunity for tourism providers and government authorities to support marketing efforts to convert this interest and intended travel into actual visits in 2010”

(Visa Canada, 2009).

In general, the economic crisis is expected to have abated by 2010. However, employment rates and consumer confidence will lag behind the recovery. This means tourism expenditure will likely not see growth until the summer of 2010 at the earliest. The Bank of Canada foresees Canada’s GDP growth at 3.5% in 2011 (Bank of Canada, July 2009), by which time the travel and tourism industry should be experiencing growth resulting from the pent up demand created since the economic crisis started in 2007.

## 2.2.2 STAKEHOLDERS

The Mackenzie Region’s tourism industry has many stakeholders with varying needs. They all have different concepts and ideas of how to develop the industry. A summary is provided here.

### 2.2.2.1 DENE THA

The Dene Tha First Nation’s three hamlets reside in close proximity to High Level. They have a close traditional, emotional, and psychological attachment to the land and wish to develop ecotourism by establishing the Bistcho Lake area and the Hay-Zama Complex as nature reserves.

### 2.2.2.2 MACKENZIE COUNTY

Mackenzie County is “dedicated to developing a superior quality of life and economic climate” in the region (Mackenzie County, 2009). Given this mission and the likelihood that the County’s tax revenues will be reduced as a result of the weakened economy, it is supportive of efforts to develop tourism in the region. Should a tourism organisation be established, the County expects to be a funding member and desires representation on the board of directors.

### 2.2.2.3 HOTELIERS

Hoteliers have relied on the frantic activity of the oil and gas industry for their revenues. With the sudden collapse of drilling and exploration, they are now turning to tourism to offset the reduction in their revenues (REDI Tourism Committee, 2009).

### 2.2.2.4 RETAILERS & RESTAURATEURS

Retailers in the Mackenzie are also feeling the bite of the reduced economic activity. Crews based in hotels and motels will buy fuel, groceries, and other consumer goods, drink in bars, and eat take-out food. These lost incomes need to be replaced to sustain local retailers and restaurants.

### 2.2.2.5 SPORTS ORGANISATIONS

Sports organisations also have a vested interest in tourism in the Mackenzie. Motor sports, hunting, fishing, snow sports, water sports, and team sports all have representative associations. They host tournaments and rallies which draw participating competitors into the region. Outfitters make their living from hunting and fishing so increased awareness of the region will help them gain more business.

### 2.2.2.6 COMMUNITY AT LARGE

By developing tourism, the Mackenzie Region will see an increase in jobs, which, in turn, means more discretionary income in the area, improving the economic wellbeing and quality of life for residents. Eventually, this will draw new business investment and new residents into the region.

## 2.2.3 ASSETS/SWOT

In 2007, REDI conducted a SWOT analysis for tourism development in the Mackenzie Region. The report compiled by Strategy Plus (2008) outlines the many tourism assets in the region.

### 2.2.3.1 NATURAL ENVIRONMENT

The majority of the assets are, or are related to, the natural environment or ecology. The following list is the result of consolidating the natural assets into general categories:

- Wildlife watching – animals and birds
- Natural landscape and scenery – hills, forest, waterways
- Trails – ATV, snowmobile, skiing, horseback
- Hunting & fishing

These natural assets are supported by campsites that are mostly unserviced. There are three RV parks. Highways are reasonable, although the road to Rainbow Lake's water's edge is mostly gravel, unsigned, and outside cell phone range as is the road to Wood Buffalo National Park.

### 2.2.3.2 HISTORY

Historic sites are numerous, but mostly reside in the Ft. Vermilion area. tSG's exploration of Ft. Vermilion found them difficult to find since signage is incomplete.

tSG's visit to the area failed to find anything that identified or celebrated the history of the region's First Nations.

### 2.2.3.3 SPORTS & RECREATION

Four golf courses are operating in the Mackenzie, with only Fox Haven in High Level offering 18 holes and a campground. The golf courses offer inexpensive weekend-long golfing packages, and long daylight hours in the summer providing extended golfing for enthusiasts.

Golf Course	Location	Number of Holes	Green Fees (9/18 holes)	Additional facilities
Fox Haven Golf & Country Club	High Level	18	\$20/\$30	Campground
High Level Golf & Country Club	High Level	9	\$22	
La Crete Golf & Country Club	La Crete	9		
Fantasy North Golf & Country Club	Fort Vermilion	9		150 year-old clubhouse; serviced RV park

Most of the recreation infrastructure has been built for local residents. A new motocross track in High Level and stockcar racetrack in La Crete are also being developed for community use, but offer the potential for drawing tourists to organised events.

An extensive, 640 km ATV and snowmobile trail system also offers the potential for drawing tourists. This trail system can provide year-round fun for enthusiasts and newcomers to the sport. The trails are also used for horseback riding and cross-country skiing.

The multitude of lakes and waterways offer some fishing, although it was found that most residents believe the fishing experience offered in the Mackenzie Region is not worthy of any marketing endeavours. Hunting is seen as mostly being the domain of outfitters catering to affluent Americans, mostly Texans, who seek black bear and geese (REDI Tourism Committee, 2009), and sometimes trophy deer and moose. It should be noted that there is only tepid support in the Mackenzie Region for fishing and hunting as tourism opportunities.

#### 2.2.3.4 EVENTS

As with the sports and recreation assets, local events are mainly intended for the local population. One distinction is the La Crete Annual Pro Rodeo in August which draws people from many parts of the province. Snowmobile and quad rallies also draw tourists, but to a lesser extent.

#### 2.2.3.5 CHALLENGES

The analysis conducted by Strategy Plus (2008) also identified some challenges in the region, namely:

- a lack of a downhill ski area
- the lack of a single major tourist attraction or event
- limited tourist-oriented accommodations and restaurants
- few RV and camping sites
- the distance from the nearest major markets (Edmonton and Calgary)

### 2.2.4 RELATIONSHIPS

There is a great deal of enthusiasm for tourism amongst the economic development associations and commercial organisations. Many people have visions for the direction tourism development should take, however there appears to be several factors inhibiting action:

- the lack of communication between and amongst stakeholders
- the lack of a common objective towards which all efforts can be directed
- the lack of an organising body to harness the passions, enthusiasm, and visions and guide them towards that common goal
- The preoccupation of the same community-spirited people who are involved with other community boards

The individuals tSG interviewed expressed a keen interest in being involved in developing the tourism industry for the Mackenzie Region, so it is likely that these impediments are simply natural for a nascent organisation in the early stages of establishment.

Relationships must be built between the three very diverse main townships to enable tourism development. Mackenzie County and REDI can take leadership roles in this endeavour, however, ultimately, it should become the responsibility of the key stakeholders to drive tourism development in the Mackenzie Region. The Chambers of Commerce and the Board of Trade in Ft. Vermilion must encourage their members to participate in tourism development efforts since they will benefit most from them.

Additionally, the Dene Tha must also be included in the process. Their vision for the Hay-Zama Complex and Bistcho Lake region will affect any tourism development in the High Level and Zama City areas. This is not to say that the two are mutually exclusive since ecotourism is becoming a viable new tourism trend.

Tourism development cannot succeed in the Mackenzie Region without the participation of the hoteliers, retailers, restaurateurs, and sports organisations. All efforts must be made to gain their input and active involvement in the development efforts. A destination marketing organisation can provide the necessary direction to guide these stakeholders' efforts. It would provide a rallying point and co-ordinate actions and resources to benefit the communities of the region.

# 3. TRENDS

## 3.1 Ecotourism

The global concerns about climate change have seen a strong shift to ecotourism. The International Ecotourism Society (TIES) defines ecotourism as:

“Responsible travel to natural areas that conserves the environment and improves the well-being of local people.” (The International Ecotourism Society, 2009)

They explain that:

“Ecotourism is about uniting conservation, communities, and sustainable travel. This means that those who implement and participate in ecotourism activities should follow the following ecotourism principles:

- Minimize impact
- Build environmental and cultural awareness and respect
- Provide positive experiences for both visitors and hosts
- Provide direct financial benefits for conservation
- Provide financial benefits and empowerment for local people
- Raise sensitivity to host countries’ political, environmental, and social climate”

*(The International Ecotourism Society, 2009)*

These points might be used as general guidelines by ecotourism operators in the Mackenzie Region.

Ecotourism is a typical strategy used to assist in the economic development of poor countries and under-developed regions of other nations. The sector is growing up to 8% per year in some destinations (Anonymous, 2009), but it was reported to have been growing at between 10% and 30% in 2004 (Ananthaswamy, 2004). Ecotourists “have a high interest in natural beauty and wildlife” and “feel it is an important part of their lifestyle” (Bauman, 2009).

### 3.1.1 WHO ARE ECOTOURISTS?

So, who are the ecotourists? An Australian study found three ecotourism market segments: ‘hard’, ‘soft’ and ‘structured’ (Weaver & Lawton, 2002). The segments reflect the degrees of ‘green’ orientation that exist in society in general.

Characteristics of Ecotourist Market Segments		
Hard	Soft	Structured
Strong environ. commitment	Moderate environ. commitment	Strong environ. commitment
Enhance sustainability	Steady-state sustainability	Enhance sustainability
Specialised trips	Multi-purpose trips	Multi-purpose trips
Long trips	Short trips	Short trips
Small groups	Larger groups	Larger groups
Physically active	Physically passive	Physically active
Few, if any, services expected	Services expected	Services expected
Emphasis on personal experience	Emphasis on interpretation	Emphasis on interpretation

Table 1 - Ecotourist market segmentation

The 'hard' ecotourists are those exemplified by Rocky Mountain hikers who trek into the mountains for a week of self-sustaining camping. They prefer to be alone, have adopted environmentalism as a lifestyle, and are typically younger than 40 years old.

The 'soft' ecotourists like to be in a beautiful natural environment, but are not necessarily willing to give up a warm shower and a tasty, well-cooked hot dinner. They might enjoy Jasper Park Lodge and take a Brewster's tour to experience the natural beauty of the area.

The 'structured' ecotourists overlap both the soft and hard ecotourist segments. They can include the Baby Boomers, for example, who take cruises to watch marine wildlife off the coast of Alaska, but also appreciate the opportunity to explore Anchorage and engage in whale-watching day trips in an open dinghy. They like some sense of order in their travel arrangements, but are willing to leave a lot to be booked at the destination.

Interestingly, there is a noticeable interest in organised tours and interpretative services from 'soft' and 'structured' ecotourists.

### 3.1.2 ECOTOURISM DRAWBACKS

As altruistic as ecotourism may seem, it is not without its drawbacks. It has been found that even low-impact human presence in animal habitats can negatively affect animal health (Ananthaswamy, 2004). Corporate social responsibility (CSR) has become a key component of ecotourism as a result of many multi-national corporations (MNCs) exploiting the ecotourism trend of the new millennium by paying low wages to local residents, taking advantage of traditional lands, and engaging in unfair trade practices with local suppliers (Mastny, 2002).

#### 3.1.2.1 CONSUMER QUESTIONS

Some questions ecotourists will seek to answer when considering an ecotourism destination include:

- Is the destination overcrowded or overdeveloped?
- Is the tour operator environmentally aware?
- Are available accommodations environmentally responsible and sensitive to local culture?
- Do tour operators purchase from the local region?
- Are the souvenirs created by local artisans?
- How involved are local residents in controlling the nature reserve(s), and how do they benefit from tourists visiting their area?

*(Anonymous, How to be a responsible ecotourist, 2003)*

### 3.1.3 BALANCE

Establishing an ecotourism economy can only occur with the commitment and understanding of the local community. It must be balanced between infrastructural development for ease-of-access and minimal impact to preserve the natural environment.

**“The nature-based tourism industry is a very competitive one. In order for a community to reach its fullest potential in this competitive arena, its leaders must understand what motivates people to travel to natural areas, how they travel, and what patterns they follow. Planners also need to understand the complementary role of natural attractions and infrastructure and the linkages which must be provided for a total and positive natural tourism “experience.” Finally, because the world is shrinking into a global community of travelers, local developers and promoters must be appreciative of the special needs of international visitors.”**

*(Potts & Marsinko, 1998)*

## 3.2 Experiential Travel: ‘Voluntourism’ & Adventure Tourism

### 3.2.1 WHAT IS ‘VOLUNTOURISM’?

Volunteer tourism, or ‘voluntourism’, is a growing tourism sector. Voluntourism is “a seamlessly integrated combination of voluntary service to a destination along with the best, traditional elements of travel – arts, culture, geography, and history – in that destination” (McGehee & Andereck, 2009).

“Participants in this type of tourism are believed to be motivated by a sense of altruism. They wish to undertake a holiday with a difference which provides them with an opportunity for personal development, self-discovery and the chance to re-evaluate personal values, as well to make a difference in the world and put something back into the natural or social environment.”

*(Coghlan, 2006)*

As with adventure tourism, voluntourism is considered an extension of ecotourism since it is motivated by a sense of ‘doing good’ and incorporates a similar attitude of environmental friendliness. They provide tourists a means of escaping their urban lifestyles and provide avenues for immersion in local culture and ecology without incurring the guilt of contributing to exploitative or environmentally damaging business practices.

#### 3.2.1.1 CONSUMER PREFERENCES

Voluntourism is a nascent tourism sector, but it is growing rapidly in the youth and young-adult markets. In the US, “two-thirds of high school students and about half of the college students surveyed say they have participated in discussions in the past year related to traveling to other regions to provide volunteer service, whereas less than half of the adult population, and only one-quarter of retirees, say they have done so” (University of California at San Diego, 2009).

Percentage (%)	Preferred Volunteer Assignment
23	Education or artistic and cultural development
19	Provide spiritual or emotional assistance
18	Improve health and nutrition
14	Construct roads, homes and technology infrastructure
12	Environmental clean up or agriculture assistance

*Table 2 - Voluntourists’ preferences*

Most Americans with a predisposition towards voluntourism would prefer to provide volunteer services outside the US, with Africa, Australia, and Europe being the preferred destinations (University of California at San Diego, 2009). Since Canada and the US share so many similarities in social structures and culture, it might be assumed that Canada is not a preferred destination for US voluntourists. However, if the same preference for non-domestic voluntourism might be prevalent in markets external to North America, it could be assumed that Europeans, Australians, and affluent South Americans might view Canada, especially its remote north, as a preferred voluntourism destination.

### 3.2.2 ADVENTURE TOURISM

Ecotourism has some overlap with adventure tourism. Canoeing, kayaking, hiking, scuba diving, backpacking, and wildlife viewing are all elements of adventure tourism. It is not just for the young, but also the young-at-heart. Baby Boomers are engaging more in adventure tourism since they are generally

healthy and have the discretionary financial resources needed to participate. They take low-impact adventure tours, but are also inclined to enjoy more demanding experiences (Albritton, 2006).

Challenges exist for adventure tourism operators, not the least of which is risk and insurance. Issues for consideration include:

- the nature of the activities
- legal requirements for possessing insurance
- contractual agreements to gain access to municipal, provincial, or national parks
- the requirements of industry partners
- the protection of business assets
- protection of employees

(Valade, 2003)

Nonetheless, adventure tourists tend to be dedicated to engaging in new experiences and are relatively easy spenders.

“The average amount ‘typically’ spent by these individuals on their outdoor adventure trips was \$2100 US. The mean value generally increased with age. Those in their 40s and those over the age of 60 spent the most while travellers under the age of 30 spent the least. Females, travellers with past outdoor/adventure experience in Canada (particularly Northern Canada), those with positive interest in Canada and those with higher activity levels all indicated a slightly higher than average spend.”

(Canadian Tourism Commission, 2003)

### 3.2.2.1 ADVENTURE TOURISTS’ PREFERENCES

‘Soft’ outdoor activities such as bird watching were more frequently selected by older travellers, while younger enthusiasts were more inclined to engage in ‘harder’ activities such as mountain biking. Participation rates for the past five years for various activities rank as follows:

Percentage (%)	Activity
58	Shopping - local arts/crafts/souvenirs
50	Hiking
46	Cultural interpretation, First Nations, native history & culture
45	Whale watching
43	Walking
39	Cross-country skiing
35	Bird watching
30	Canoeing
27	Cycling
27	Rafting
23	Bear watching
21	Snowshoeing
18	Fishing
18	Mountain biking
17	Trail riding

Table 3 – Participation rates for adventure tourism activities (Canadian Tourism Commission, 2003)

‘Soft’ outdoor adventure enthusiasts reported the following participation rates:

Percentage (%)	Activity
53	Wildlife viewing
47	Hiking, Backpacking in wilderness settings
44	Fishing
40	Wildflowers/flora viewing
39	Motor boating
38	Kayaking/canoeing
37	Cycling
33	Downhill skiing
32	Golfing
31	Horseback riding
25	Whale watching
22	Bird watching
18	Sailing
17	Cross-country skiing
15	White water rafting

Table 4 - Participation rates for ‘soft’ adventure tourism activities (Canadian Tourism Commission, 2003)

### 3.3 Agritourism

#### 3.3.1 THE US AS AN EXAMPLE

Liberty Ridge Farm in New York state receives 40,000 visitors each year, averaging \$13 per person in revenues. The family-run farm operates a 12-acre corn maze, conducts pig races, has an animatronic singing animal band, and charges people to pick pumpkins (Rulison, 2009), presumably at Halloween. This is one example of agritourism, a growing trend that provides farmers with supplementary incomes.

Agritourism in Tennessee is estimated to have generated about USD\$32 million in economic activity (Nasers, 2009). Visitors and farm operators valued the personal relationships that developed from the operation and consumption of agritourism services and products. As well, urban-based visitors enjoyed gaining an improved understanding of where their food came from (Nasers, 2009).

Agritourism is defined as “visits to farms, ranches, and other agricultural settings with recreational purposes” (Carpio, Wohlgenant, & Boonsaeng, 2008), with visitors motivated by the opportunity to experience authentic rural activities (Kretschman, 2008) including “farm stays, pick-your-own-produce, Christmas tree sales, hayrides, children’s educational programs, petting zoos, and on-farm hunting and fishing” (Carpio, Wohlgenant, & Boonsaeng, 2008).

The US Department of Agriculture found that 60% of farms involved in agritourism activities also raised livestock, and that the “greater the farm’s distance to a city of at least 10,000 population, the greater the likelihood of the farm’s participation” in agritourism activities (Brown & Reeder, 2008).

The average round-trip distance of a US agritourist’s visit was 200 kms, which would equate to approximately an hour drive in each direction from the visitor’s home, with an average cost of just USD\$88. The average age of visitors was 43 years with an average household income of about USD\$58,000

(Carpio, Wohlgenant, & Boonsaeng, 2008). This indicates that most agritourism predominately consists of day-trips suggesting that most agritourists might be residents of rural communities.

During the summer and fall, 75% of tourists in Colorado include an agritourism activity, with out-of-state visitors spending the most – about \$860 per trip (Gillentine, 2009). This indicates that agritourism is also viewed by consumers as an add-in to existing tourist activities. Although long-stays are offered by agritourism operators, it appears those opportunities are not as frequently exploited.

### 3.3.2 IN ALBERTA

In Alberta, farm or ranch activities are defined as things such as “staying in a farmhouse or on a guest ranch; attending a horseback riding camp on a ranch; taking a wagon or sleigh ride; going through a maze; a petting farm; or going on a tour of different farms with unusual animals like elk, ostrich, llama or bison, or something similar that you pay to do on a farm or ranch” (Infact Research and Consulting Inc., 2008).

In 2008, approximately 10% of Alberta households reported engaging in farm activities and spent an average \$174 per visit. Opportunities for growth are most likely to be found in expanding the consumer base rather than encouraging repeat or increased frequency of purchases from the existing consumer base. Alberta’s winter confines the majority of this sector’s business to the summer months (Infact Research and Consulting Inc., 2008).

The appeal of farm activities is greatest amongst families with infants and young children, residents of Edmonton, and small rural towns and hamlets (Infact Research and Consulting Inc., 2008).

## 3.4 Driving

For domestic tourists, the self-drive vacation is perhaps the most popular form of travel. This is particularly the case in North America where there is a strong affection for motor vehicles. Self-drive tourists enjoy greater flexibility and freedom in their itineraries since they are in complete control of the decisions regarding which attractions to attend and of the time spent at each attraction.

### 3.4.1 TYPES OF TRAVELLERS

Self-drivers prefer to consider themselves ‘travellers’ rather than ‘tourists’. There are three defined types of driving tourists:

- ‘Tourers’: those who stopped where they pleased
- ‘A-to-B with Stops’: those who broke their journey with a stop someplace
- ‘A-to-B Drivers’: those who drove to their destination without stopping

*(Prideaux & Carson, 2003)*

Within Australia, a nation culturally and spatially similar to Canada, 80% of independent domestic travellers arrive at their destination by car, and 48% of international tourists will drive themselves (Hardy, 2003). A New Zealand study found that most driving tourists had:

- roughed out a general route and travel plan in advance
- were travelling as couples
- tended to refer to tourist maps for more than just directions
- measured distance in hours of driving rather than kilometres

*(Becken & Wilson, 2007)*

### 3.4.2 OIL PRICES & CLIMATE CHANGE

Self-drive tourists are affected by the global oil price. Higher oil prices result in higher gasoline prices, which in turn reduces the market of self-drive tourists to those with sufficient discretionary income to cover the cost of fuel for the trip. When equilibrium returns to the crude oil market, gasoline prices will most likely stabilise around the CAD\$1.15 per litre mark. Scotiabank has recently forecast an average price of USD\$90 for a barrel of West Texas Intermediate crude oil for 2010, up from its current price of USD\$63 (Jestin, 2009). Unless wages grow to cover the inflationary impact of higher fuel prices, North Americans' driving holidays will probably be curtailed in the future – they will either be eliminated or reduced in distance and/or duration. This was exemplified in July 2008 when gasoline reached USD\$4.21 per gallon (approximately CAD\$1.15 per litre in Canada) in Montana where summer vacations were shortened, fewer side trips were taken, and less was spent on retail purchases at the destination so fuel tanks could be replenished (Nickerson, 2009).

Related to the fuel price issue is that of global climate change. As increasing numbers of citizens start to embrace the idea of reducing green house gases (GHG), they will start to buy smaller vehicles, hybrids, and the much-hyped electric vehicles. Aside from the SUVs employing hybrid drive systems, most of these vehicles are perceived as unsuitable for long-haul highway driving due to issues of vehicle size and range. Car rental companies might experience an increase in business, but it is more likely that self-drive holidays will become shorter and remain closer to home.

### 3.4.3 DOWNLOADABLE TOUR GUIDES

Those who continue to self-drive – recreational vehicle owners included – will enjoy the use of technology to enhance their travel experience. Coinciding with the average driving times from one tourist attraction to another, explanations of the region's history, attractions, and other useful information can be provided through digital recordings that are downloadable from DMO websites to MP3 players or burned to CD. These podcasts can be themed according to individuals' tastes. For example, they can feature information about aboriginal history and culture, regional history, and wildlife information and played in the vehicle during the trip. Video also can be used now that some new vehicles have DVD players (Petersen, 2008).

These podcast tour guides can also be useful ways for local operators to advertise their products and services, and can be used to encourage 'Tourers' and 'A-to-B with Stops' drivers to explore a region beyond the main highway.

## 3.5 Websites & Mobile Communications

### 3.5.1 WEBSITE

The internet has become an integral component of any tourism marketing endeavour. It is often a primary source of information for tourists seeking information about a destination (Insignia Marketing Research Inc., 2008). Since the introduction of the internet, consumers have become more empowered in their consumption choices as it has enabled them to share positive and negative information, hold corporations accountable for their claims of product performance, and make product comparisons without leaving home. This has resulted in an erosion of trust in corporations and marketers' statements, but increased the value of the opinions of fellow consumers who have had direct experience of a product.

Applying this to tourism websites means providing an interactive element in which consumers can share experiences, photos, videos, and provide feedback to tourism operators (Choi, Lehto, & O'Leary, 2007). This effectively creates a word-of-mouth forum for the destination and adds credibility to marketing efforts. Included in the website can be links to tourism operators' sites, booking tools, downloadable podcasts, tours guides, coupons, and other promotional material.

### 3.5.2 MOBILE COMMUNICATIONS

GPS-enabled cell phones (3Gs) are now very popular. They provide an opportunity for tourists to explore with confidence since they reduce the risk of getting lost.

By reducing the chance of getting lost, tourists will be more inclined to “get off the beaten track” and explore a region more fully. Also, with improved cell phone coverage, tourists are better able to call for assistance should it be required. Many 3Gs also have photo and video capabilities which means they are able to upload content to a website the instant it happens.

Many are web enabled, too. This means that tourists who might decide on a whim to visit a destination can download information while they are driving to the attraction, can book a hotel room on the go, or update their Facebook page for all their friends to vicariously enjoy their holiday experiences. Some destinations have already capitalised on this trend by establishing traveller blogs for visitors roadtripping through their regions (Tussyadiah & Fesenmaier, 2008).

## 3.6 Spas/Wellbeing/Spiritualism & Medical Vacations

### 3.6.1 SPAS

During these times of economic hardship and stress, many people are seeking an escape. Some are seeking a general feeling of wellbeing from a cleansing spa experience to something based more in spiritualism. These brief ‘getaway’ products are frequently marketed as a ‘need’ or reward for the overworked consumer. They are very popular add-ons for luxury hotel consumers who are at a destination for some other reason such as a conference.

### 3.6.2 SPIRITUALISM

Those seeking a more spiritual experience will make that the primary purpose of the trip. Spiritualism can be different things to different people:

- Communing with nature
- A pilgrimage
- Meditating in a sweat lodge
- Yoga sessions

Regardless, consumers inclined towards this type of packaged vacation will seek out and find the right spiritual experience to suit their needs and desires.

### 3.6.3 MEDICAL VACATIONS

Medical vacations are becoming popular in developing nations catering to affluent western consumers. They can include special hotels with dialysis machines in every room to plastic surgery packages that include a week of surf and sand. These offerings tend to be found in sun destinations and are most commonly located in Mexico and India, although some are found in Europe and larger Canadian cities where health services are more sophisticated.

As Baby Boomers age and retire their preference for youthfulness and mobility will likely see a proliferation of these types of services, but they will remain relatively destination-specific.

### 3.7 'Mancations'

'Mancations' have recently become a new trend in tourism. They are gender-based tourism packages designed to meet the needs and desires of men looking for some male bonding.

As one would expect, they tend to include heavy amounts of alcoholic beverages, sporting activities (windsurfing, mountain biking, white water rafting, golfing), pampering (massages, styling advice, and nightlife) (Anonymous, Guys Need a Getaway Too! The Dominican Republic Caters to 'Mancations' with Suggested Itineraries and Just-Announced Packages, 2007). The packages can be predetermined or customised with cafeteria-style pricing.

Variations are the 'Momcation' and 'Girlcation' which follow the same segment-specific concept.

## 4. OPPORTUNITIES

### 4.1 Fishing & Hunting

Local and regional support for hunting and fishing was muted, sometimes for philosophical reasons, other times for economic reasons. Hunters and fishers do not generate much in the way of revenue for local businesses.

#### 4.1.1 FISHING

There are many fishing lodges and tour companies throughout Alberta offering fishing tours and packages. City residents desiring a few days of fishing can drive an easy couple of hours to reach well-stocked fishing grounds which will provide the memorable experience they want for a reasonable price.

Locals feel the fishing in the Mackenzie Region is not as good as other parts of Alberta (REDI Tourism Committee, 2009). The region offers fly-in fishing which is an exciting experience for novice fishing enthusiasts. For some, it is a right-of-passage. For more experienced fishing fans it is a fun way to enjoy their hobby, get photos of the big catch, and enjoy some time in the company of other fishing devotees.

To fish in Alberta, a sportfishing license must be purchased from a registries office or fishing retailer with non-residents paying up to CAD\$70 for an annual license. Before purchasing a license, a Wildlife Identification Number (WIN) card must be obtained (Government of Alberta, 2009).

##### **Rainbow Lake**

Rainbow Lake is accessible by a well-maintained gravel road. It has a boat-ramp, picnic facilities, toilets, and a lakeside camping ground for trailers and RVs. It is popular for water sports and novice-fishing, but serious fishing fans might find noisy watersports conflict with their need for quiet.

##### **Bistcho Lake**

Bistcho Lake offers fly-in fishing to Tapawingo Lodge for those wanting to catch Walleye, Northern Pike, and Lake Whitefish. The Lodge has reasonably comfortable cabins with hot showers, and insulated cabins for ice fishing.

##### **Peace River**

Fort Vermilion offers easy access to the Peace River. There is a boat-ramp at the foot of the town's riverbank. It offers Walleye, Pike, and Grayling.

#### 4.1.2 HUNTING

Alberta is renown among American hunters for its abundant wildlife. The province has many outfitters available to organise hunting trips. They generally have knowledge of their local area and can guide the hunters to the best locations. As with fishing, many outfitters work in hunting grounds within an easy drive of the cities and their international airports.

Outfitters in the Mackenzie Region cater to the American market, which mostly consists of Texans. The outfitters will take the paying hunter to their camp and will assist them in finding and shooting bears, moose, elk, and geese. Hunters rarely provide any economic benefit to town-based tourism operators or hoteliers since they spend their time in the camp.

Hunters also require a WIN card and a license. Non-residents will pay between CAD\$17 for a bird hunting license to over CAD\$300 for a cougar license. Special draws are made for licenses for some trophy animals (Government of Alberta, 2008).

### 4.1.3 OPPORTUNITY: LEARNING GROUND

Alberta's fishing and hunting sectors are in their maturity stages. Further promotion is unlikely to return significant gains.

However, the opportunity for fishing and hunting in the Mackenzie Region exists in two forms:

- As a value-added proposition
- As a way for novices to become familiar with the sports' respective regulations and nuances

As mentioned earlier, a consumer evaluates a destination based on the combination of activities and attractions it offers. For consumers with a love of the outdoor life, fishing and hunting are components of the total package they use to evaluate the Mackenzie Region as a potential destination. They may or may not partake in either sport, but their perceptions and attitudes to the Mackenzie are influenced by the fact that they are available.

To distinguish the fishing and hunting experience of the Mackenzie Region from other areas of Alberta, it could be marketed as a learning ground for novices. Alberta residents who wish to gain an understanding of the nuances of the sports would appreciate someone assisting them in gaining the right experience. This would be a niche market approach to marketing the sports. Crucial to success would be making the novices comfortable and instilling within them a sense of trust of the operators involved.

## 4.2 Road Traffic

### 4.2.1 NWT TRAFFIC

Self-driving Alberta and Ontario travellers to and from Yellowknife must travel through the Mackenzie Region because it offers the only highway access for the city. Alberta's Highway 35 becomes the Northwest Territories' Highway 1, also known as the Mackenzie Highway.

The Northwest Territories 2006 Visitor Exit Survey (2007) provides some insight into the 13,614 tourists who drove to the NWT that year.

- Of Canadian travellers, Albertans make up the majority (33.3%) followed by British Columbians (28.2%); 61.5% of Canadians engaged in general touring, and 21% visited friends and relatives.
- Most driving tourists to the NWT have a tertiary education and are retired; a quarter of them earn over \$90,000 per year.
- Two-thirds are motivated to make the drive to enjoy the wilderness, isolation, landscape and the wildlife; 60% are also simply curious about the Territories.
- The survey showed that three-quarters of the driving tourists were visiting for the first time and that over two-thirds (67.7%) were using their own vehicles. Just 10% were using RVs.
- 62% of the travellers were travelling as a couple or in a party of two.
- 89.3% engaged in sightseeing and 85.1% participated in photography. Wildlife viewing had a 68.2% participation rate.
- 71% had an interest in aboriginal content.
- 66% of the road travellers were over 50 years old.
- 65% also toured Alberta.

This data strongly suggest that the traffic to Yellowknife holds great potential for the Mackenzie Region destination because:

- It is predominately ‘Tourers’ and ‘A-to-B with Stops’ type self-drivers
- They are seeking the experiences that the Mackenzie Region’s natural environment can provide
- A third of the self-drive tourists to the NWT are Albertans.

#### 4.2.2 MACKENZIE CIRCLE

Provincial Highways 35, 58, and 697 comprise the 275km Mackenzie Circle which passes through La Crete, Fort Vermilion, and High Level. At Tompkins Landing, drivers use the free ferry service to cross the Peace River.

The Circle is a scenic drive with agritourism offerings in and around La Crete, the history of Fort Vermilion, and some wildlife viewing. However, the Mackenzie Circle requires more to build its value proposition for driving tourists.

The history of the area is compelling, especially given that Fort Vermilion was Alberta’s first settlement, however, there is very little infrastructure celebrating that history, and what does exist has limited signage making it difficult to find.

Additionally, there are few restaurants at which a traveller can experience some local cuisine (elk, deer, local beef, sheep, fish and vegetables) or buy locally produced foods (jams, pies, jerky). Bed and Breakfasts (B&Bs) would be a valuable addition to the Circle to encourage travellers to spend more time in the area. A weekend farmers’ market might also increase the region’s value proposition.

#### 4.2.3 DEH CHO TRAVEL CONNECTION

The Deh Cho Travel Connection is marketed as “perfect for those who love to wander” (Industry, Tourism & Investment) and as “the driveable wilderness” (Deh Cho Travel Connection, 2003). Straddling Alberta, BC, and the NWT it is a 1,800 km-long journey that is best spread over several days.

The Deh Cho Travel Connection has seized upon the ‘Tourers’ as its target market and has made it easy for them to gather information for the journey. Because ‘Tourers’ tend not to plan an exact itinerary, they will collect information prior to their trip, at the VICs during their trip, and through word-of-mouth from the local residents. They will then visit tourist attractions on a whim.

The Deh Cho Travel Connection’s target audience overlaps with that of the self-drivers to the NWT.

#### 4.2.4 OPPORTUNITY: STAY AN EXTRA NIGHT

The self-driving tourist represents a great opportunity for the Mackenzie Region DMO. About 18,000 self-drive tourists travel to Yellowknife each year (NWT Industry, Tourism and Investment, 2007). Some of them travel via north-east BC and Fort Liard, however, the majority of driving travellers will pass through the Mackenzie Region.

In 1994, before the widescale adoption of the internet, the Government of the NWT conducted a VIC survey. They found that of all the driving tourists, 68% passed through the 60th Parallel VIC at the NWT-Alberta border. Given the lack of recent statistics for Mackenzie Highway tourism travel, it is assumed the proportion of road travellers remains somewhat similar to that of 1994. This would mean, of the 18,000 self-drive tourists to the NWT, about 12,240 individuals, or roughly 6,100 vehicles, pass through the Mackenzie Region from May to October each year.

By encouraging one in every two vehicles to spend an extra day in the region, and spend \$320 on accommodation, food, fuel, and souvenirs, the Mackenzie Region economy would gain a direct injection of an additional \$1.07-million.

As noted, the greater part of the self-drive market segment is ‘Tourers’, the people who are most likely to take the time to explore the Mackenzie Circle. However, more attractions, incentives and infrastructure need to be in place to encourage them to do that:

1. Better infrastructure highlighting the region’s history – Fort Vermilion could become a ‘living’ museum like Fort Edmonton Park
2. Investment in Mackenzie Circle signage – brand it to make it attractive and unique; make it easier for them to find picnic areas, lookouts, swimming spots, and campsites
3. Encourage more agritourism activities – local cuisine, foods, handmade crafts, interaction with livestock, observe old-style farming techniques
4. Make it easier for the ‘Tourers’ to obtain information about the Circle before they leave home and when they are on the road

It must be remembered, though, that many drivers will have passed through rural areas on their way to the Mackenzie Region. They probably will have already visited farms and engaged in some agritourism activities. The most compelling aspect of the Mackenzie Circle is the history. It is unique to the province and offers a riveting and exciting story. It should form the basis of the Circle’s theme and branding, with opportunities to gain a share-of-wallet coming from the value-added activities of agritourism and the natural environment.

## 4.3 Transient Workers

Currently the oil and gas and forestry industries are feeling the effects of the economic downturn. The pace of activity in these industries will increase as economic growth accelerates. Crews will return to the region and spend several weeks living in camps, hotels, motels and trailers for several consecutive weeks working hard for long hours each day.

### 4.3.1 OPPORTUNITY: GET THE CREWS OUT

The crews are generally eager to get their work finished and return home, however, some appreciate a chance to break the monotony and do something different. Many will be keen snowmobile enthusiasts. Some will be ice fishers, others will be motocross or ATV devotees. Making them aware of the facilities available to them in the Mackenzie Region and urging their participation will result in some tourism from this captured market segment.

## 4.4 Motor Sports

tSG found that there was an exciting new development in the Mackenzie Region. Coincidentally of each other, several motorsports enthusiasts have started to establish facilities for stockcar and motocross racing. These will complement the snowmobile and ATV trails and mudbog contests that already exist.

### 4.4.1 STOCKCAR RACES

A private group in La Crete is building its own stockcar racing track and has enjoyed some good events. As the most southerly major town in the Mackenzie Region, La Crete is a daytrip destination for motorsport fans residing in the major drawing markets of Peace River and Grande Prairie. Neither of these centres have stockcar racing tracks and they are closer to La Crete than Edmonton. However, Edmonton has a competitive advantage since it offers dragcar races in addition to oval track racing.

Nonetheless, many racers, their families, and their fans will be drawn to La Crete to participate in the racing events throughout the summer.

#### 4.4.2 MOTOCROSS

High Level Motocross Association (HLMA) is in the process of building a motocross track for use in competitive events. Progress is being hampered by a lack of human and financial resources, but the passion of its members should see the track finalised some time in 2010. This will be a nice complement to the stockcar track in La Crete and expand the region's motorsports facilities.

There are several motocross facilities in the Peace River and Grande Prairies regions which means there are many active motocross riders eager to participate in intraregional tournaments. Therefore, the HLMA facility will also draw racers and their families to the region.

The track is also available to ATV riders.

#### 4.4.3 SNOWMOBILING

The Mackenzie Region has at least two active snowmobile associations: the Watt Mountain Wanderers of High Level and the La Crete Polar Cats. Both have developed an extensive trail system which combined offers about 640 km of groomed sledding through pristine wilderness. The two associations have good relations and have linked their respective trails. The High Level system has warming cabins and the La Crete trails offer access to lakes for ice fishing. The trails can also be used in the summer for ATV activities.

The Watt Mountain Wanderers host a jamboree each year in early March.

#### 4.4.4 ATV SPORTS

Research has failed to locate an ATV association north of Edmonton. Nonetheless, promoting the Mackenzie Region trail system to avid ATVers should be considered as another component to the motorsports offerings in the area.

#### 4.4.5 MUDBOGS

Mudboggers remain active in the Mackenzie Region. Since La Crete and High Level have ownership over the other motorsports, mudbogg might be the one that Fort Vermilion can promote. As a standalone sport, it appears mudbogg is losing support, and probably isn't sufficient by itself to draw tourists from other centres. However, it can act as a value-add to the other sports.

#### 4.4.6 OPPORTUNITY: FESTIVAL OF THE WHEEL

When considered together, these motorsports could become the Mackenzie Region's greatest attraction. With some organisation and co-operation, a week-long Festival of the Wheel could be run in the summer, preferably a couple of weeks before motorsport fans spend all their money on Edmonton's Indycar Race which occurs in the last week of July. The Festival of the Wheel can be transformed in the winter to the Festival of the Sled which should be scheduled for March in consideration of climatic conditions.

Both festivals should be promoted throughout Alberta and the NWT to draw as many motorsports fans as possible. The festivals will help position the Mackenzie Region in the minds of consumers as a centre for motorsports. This is a unique positioning among destinations that feature mountains, cowboys, history, and lakes.

A week-long festival comprising daily motorsports elimination races, time trials, and events for amateurs will attract tourists and keep them in the region for several days. Motocross, stockcar, ATV, and mudbog

events can all be run concurrently. The Festival of the Wheel can grow to include rally driving, tractor pulls, truck races, drifting and streetcar races.

An example can be made of York, a small historic rural town in Western Australia which became renowned for its vintage car races through its blocked-off and hay-baled main streets. Thousands would attend the time trials and races just to see and hear the former Le Mans and Formula One racers in action. Hundreds of owners would risk damaging their cars just for the thrill of driving them as they once had been when they were built.

These events will appeal to those:

- with a passion for motor vehicles, whether urban- or rural-based
- young people and young families
- consumers who can build relationships with the region's residents through their common passion for motor vehicles

## 4.5 Ski Hill

A separate report reviewing the opportunity for a ski hill in the Mackenzie Region has already been completed (Brent Harley & Associates Inc., 2008). Ranging in cost from \$22-million to \$27-million, the project needs investors or an investor.

A downhill ski hill facility alone will not be sufficient to draw tourists in the winter months. The closest major centres of Peace River and Grande Prairie have their own ski hills which are more easily accessible in treacherous winter driving conditions. Additionally, they are relatively close to world-class skiing in Jasper.

### 4.5.1 OPPORTUNITY: NWT RESIDENTS

A downhill ski facility in the Mackenzie Region will primarily attract local residents, however it will also provide added value to NWT tourists who drive into the region for weekend shopping and recreational activities. A ski hill will provide an added component to a winter festival featuring cross-country skiing, snowshoeing, and snowmobiling to build a more complete value proposition for winter tourism.

## 4.6 Great Outdoors & Wildlife

Ecotourism is another great opportunity for the Mackenzie Region. With the Dene Tha's drive to achieve a protected nature reserve in the Bistcho Lake and Hay-Zama Complex, the Mackenzie Region will be able to offer soft and hard ecotourism activities.

Ecotourism conflicts philosophically with hunting and fishing. However, by keeping the Hay-Zama Complex nature reserve free of hunters, there should not be any opportunity for conflict. Marketing communications to the two segments can be kept to separate media, and website marketing can be placed and created to avoid confusion in the minds of consumers.

### 4.6.1 OPPORTUNITY: DAYTOURS & TRAILS

#### 4.6.1.1 'SOFT' ECOTOURISM

Guided group daytours of the area can be started by tourism operators based in High Level. These will appeal to 'Tourers' and 'soft' ecotourists who have the time and inclination to view wildlife, take photos, and experience the wilderness without too much discomfort. This market segment will appreciate an interpretative

centre where they can learn about the wildlife, its ecology, and environment. They will be particularly interested in the effects on the natural fauna of climate change and industrial activity in the region.

One- and two-hour horseback trail rides will be an enjoyable experience for this market segment since it is a 'natural' and unimposing way of engaging with the natural environment and wildlife.

#### 4.6.1.2 'HARD' ECOTOURISM

Hard ecotourists will be inclined to hike into the area and camp for several days in natural locations without any modern conveniences or comforts. Like the hunters, they will not be much of a revenue-booster for the region since they will have minimal needs aside from, perhaps, a warm shower and a tank of fuel before they return home.

#### 4.6.2 EUROPEANS

German and French tourists have an affinity for expansive wilderness settings. Insignia Research's report into the European market found:

*"Germans are more adventurous when it comes to venturing into nature. They are also more interested in aboriginal attractions and other cultural experiences outside of the cities. B&B's, resort hotels, authentic lodges and motor homes all have significant appeal to Germans since they facilitate those desires... most are not locked into existing packages. Reviewing the Alberta industry websites in the online forums, German travellers became particularly excited about Drumheller, aboriginal experiences and caravan [trailers] or self-drive routes that get them out into the countryside."*

*(Insignia Marketing Research Inc., 2008)*

Regarding the French, the report states:

*"The main interest of the French in Canada is to get close to the life of French Canadians – to feel their way of life which they perceive as a reflection of their own past – where French people lived close to and in harmony with nature. This French connection is so powerful that... Alberta would do well to focus on the opportunity to see firsthand evidence of early French settlers or the routes of French voyageurs through the province. The French have an insatiable appetite to feel that presence. However, beyond the historical factor, the French want to see wonderful scenery and the beauty of nature. Interacting with local people and aboriginal attractions are also high on their list of appealing activities."*

*(Insignia Marketing Research Inc., 2008)*

#### 4.6.3 OPPORTUNITY: EASY RV HOLIDAYS

France has a population density of 114 people per square kilometre, while Germany has 230 people per square kilometre. Wide open spaces are alien and romantic. Marketing to these international markets should highlight self-drive RV holidays on long, empty highways. Marketing communications should include comprehensive information about the drive from Edmonton or Calgary, campsites, road rules, sightseeing and photographic opportunities. An eight-or ten-hour drive is too long for Europeans to achieve in a single day. Recommending they break the drive halfway will likely achieve greater success.

A component of the DMO website could be created especially for French and German travellers and provide links to RV renters. Additionally, marketing communications should offer details about the region's wildlife, history, and aboriginal culture.

## 4.7 Northwest Territories Residents & Shopping

Residents of the NWT within a four-hour drive of High Level constitute a viable, but small, geographic market for the Mackenzie Region. These residents will spend a day or two in the area shopping for household needs and partaking of some recreational activities. The more activities available to this market, the more likely they will be to spend an extra day, and some extra money, enjoying themselves.

### 4.7.1 OPPORTUNITY: INCREASE THE VALUE PROPOSITION

This refers back to the idea that consumers perceive a tourism destination by evaluating a combination of its attractions. The development of the ski hill, the Festival of the Wheel, and the Festival of the Sled will all draw people from the NWT for some entertainment and shopping.

## 4.8 Rodeo

The La Crete Pro Rodeo is scheduled to occur at roughly the same time as Edmonton's Indycar race and CapitalEx. This is unfortunate since the rodeo must compete for the attention of consumers whose hearts and minds are looking south. The professional rodeo circuit is packed with events, so changing the dates will likely conflict with other established rodeos in other centres.

### 4.8.1 OPPORTUNITY: GET RODEO FANS EXPLORING

Even so, the rodeo draws devotees from the Peace Region and a few fans from central and southern Alberta. Mostly, it is competitors' supportive families who attend. As a captive audience, generally from a rural community, they might be encouraged to enjoy some local cuisine and foods, arts and crafts, and to try their hands at traditional farming methods. With an enhanced infrastructure highlighting the region's history, they might be motivated to travel further afield and explore the region, discover some attractions, and return for more at a later date.

## 4.9 Golf

Golf is another value-added activity that enhances the value proposition of the region. The late daylight experienced in the region makes golf marathons (or golf-a-thons) a unique prospect for avid golfers. Inexpensive and inclusive of campsite fees, the Fox Haven Golf and Country Club offers an eighteen-hole course. Tournaments are run during the season.

### 4.9.1 OPPORTUNITY: MANCATIONS

Golfing at 11:30 p.m. (Anonymous, Fox Haven Golf & Country Club, 2009) might be an attraction that keeps 'Tourers' and soft ecotourists in the region for an extra day. It might be sufficient to draw golfers from Grande Prairie and Peace River. Although they can also golf until late at night in the summer, a special package deal including extended hours of golfing, food, beverages, accommodations and other considerations could be marketed in Grande Prairie and Peace River as weekend mancations, that is, a weekend of male-oriented activities. Complementarily, girlcations could also include late-night golfing, food, beverage, accommodations with considerations oriented towards female consumers.

These packages could be marketed as weekend-long bachelor and bachelorette activities.

## 5. MACKENZIE REGION DMO

The Mackenzie Region is a sparsely populated, large expanse of land in north-western Alberta. It borders on the Northwest Territories to the north, British Columbia to the west, Wood Buffalo National Park to the east, and the Peace Region to the south.

Currently, the Mackenzie Region has three main industries: oil & gas, forestry products, and agriculture (REDI Northwest Alberta, 2009). Accommodation services (hotels, motels, campgrounds) in the region have relied on these industries to provide them with about 84% of their revenues (REDI Northwest Alberta, 2009). In fact, demand for accommodation services has been so great that High Level now has more hotel rooms per capita than Edmonton.

The number of oil rigs drilling and wells pumping has dropped markedly since the boom, negatively impacting the Mackenzie Region (Canadian Association of Oilwell Drilling Contractors, 2009). For example, in 2005, 13,268 gas wells were completed in Alberta. In 2008, only 6,449 were completed (Canadian Association of Petroleum Producers, September, 2009). And reserves are diminishing.

The forestry industry has been affected by the softwood lumber dispute with the US, and the sudden drop in housing starts in that nation. Between 2005 and 2007, the economic impact to the High Level/La Crete/Peace River was an estimated decline of \$256-million in revenues and 1200 lost jobs (Alberta Forest Products Association, 2008).

With the decline in two of the region's most important industries, eyes are now shifting to tourism as a potential long-term strategy for economic growth.

### 5.1 History of the DMO

The Mackenzie Region was formerly included in the sprawling Mighty Peace Country DMO. The size of the DMO's region created challenges:

- It was impossible for all members to obtain the full benefits of its marketing endeavours due to the region's vastness
- The southern portion of the Mighty Peace Country DMO, has very different needs and objectives to the Mackenzie Region in the north
- The southern portion of the Mighty Peace Country DMO was able to wield more power at the board level (REDI Tourism Committee, 2009)

For these reasons, the Mackenzie Region felt it best if it were to create its own tourism organisation so it could benefit more fully from each marketing dollar expended.

### 5.2 Structure

#### 5.2.1 ESSENTIAL COMPONENTS TO THE DMO

DMOs can be challenged by the conflicting interests of participants. Stakeholders tend to fall into one of two camps:

- Those who believe the DMO should work to benefit their company, or
- Those who believe their company should contribute to the destination's success

DMOs act as the marketing and co-ordinating body for the destination, and success can only be achieved if all stakeholders contribute to the marketing endeavours and provide a united front, since consumers see the destination as a single entity. Common goals, visions, and objectives help reduce conflicting interests and propel the organisation forward (Elbe, Halle, & Axelsson, 2009). This is why a DMO is imperative to tourism development in the Mackenzie Region.

For all members to be satisfied with the DMO's endeavours, it must be acting to the benefit of the whole community, not just those involved. If it does not, it will not achieve moral legitimacy, that is, it will fail to gain credibility amongst stakeholders, and will subsequently fail to harness the co-operation it needs to survive (Elbe, Hallen, & Axelsson, 2009).

Furthermore, since the consumer sees the destination as a single entity, they perceive the value of the destination as the sum of all its parts, that is, the combination of all the DMO's stakeholders create in the minds of the consumers the unique selling proposition (USP) that the consumers then use to assess the attractiveness of the destination. This is why DMO branding is key to marketing and why all stakeholders must unite behind that brand and its objectives.

This means sufficient incentives must be provided to motivate organisations and individuals to join the DMO and to contribute to its efforts... This can be facilitated by structuring and governing the DMO with board members who are "involved in the development of the destination" and by ensuring the DMO's efforts provide benefits to their companies (Elbe, Hallen, & Axelsson, 2009).

### 5.2.2 FORMATION STAGE

There are five stages to forming a DMO:

- Assembling – issues are identified and members selected
- Ordering – formulation of goals, trust development, mobilisation of resources
- Implementation – roles assigned and responsibilities clearly defined
- Evaluation – pre-defined goals are assessed
- Transformation – decisions regarding continuation of the organisation

*(Elbe, Hallen, & Axelsson, 2009)*

These are general descriptions of each stage, and the process may take some time to conclude. Forming a DMO requires co-operation, and the co-ordination of that co-operation. This means defining the roles and responsibilities of members and directors in the organisation.

The Mackenzie Region is still at Stage 1. It is currently assembling information, goals, members, and is seeking its direction. Part of this is finding the correct structure for the organisation.

### 5.2.3 EXPLORING STRUCTURES

Three organisational structures are explored here to determine their degree of fit with the needs and criteria of the Mackenzie Region DMO. The three chosen for consideration are from REDI, Grande Prairie and Region Tourism Association, and Edmonton Tourism. They were chosen for comparison because one or more of them:

- Includes funding members
- Is based in Northern Alberta where tourism and organisational challenges are similar
- Ranges from small to large organisations balancing many different stakeholder needs and goals

### 5.2.3.1 REDI NORTHWEST ALBERTA STRUCTURE

During the meeting of Monday, August 17, 2009, the REDI Tourism Committee felt the best model for structuring the DMO would be one similar to the structure of REDI Northwest Alberta. This organisational structure is shown in Figure 1. Adapting the REDI structure will help meet the needs of the Mackenzie DMO and provide a fair compromise between the needs of the funding municipal members and the private members.

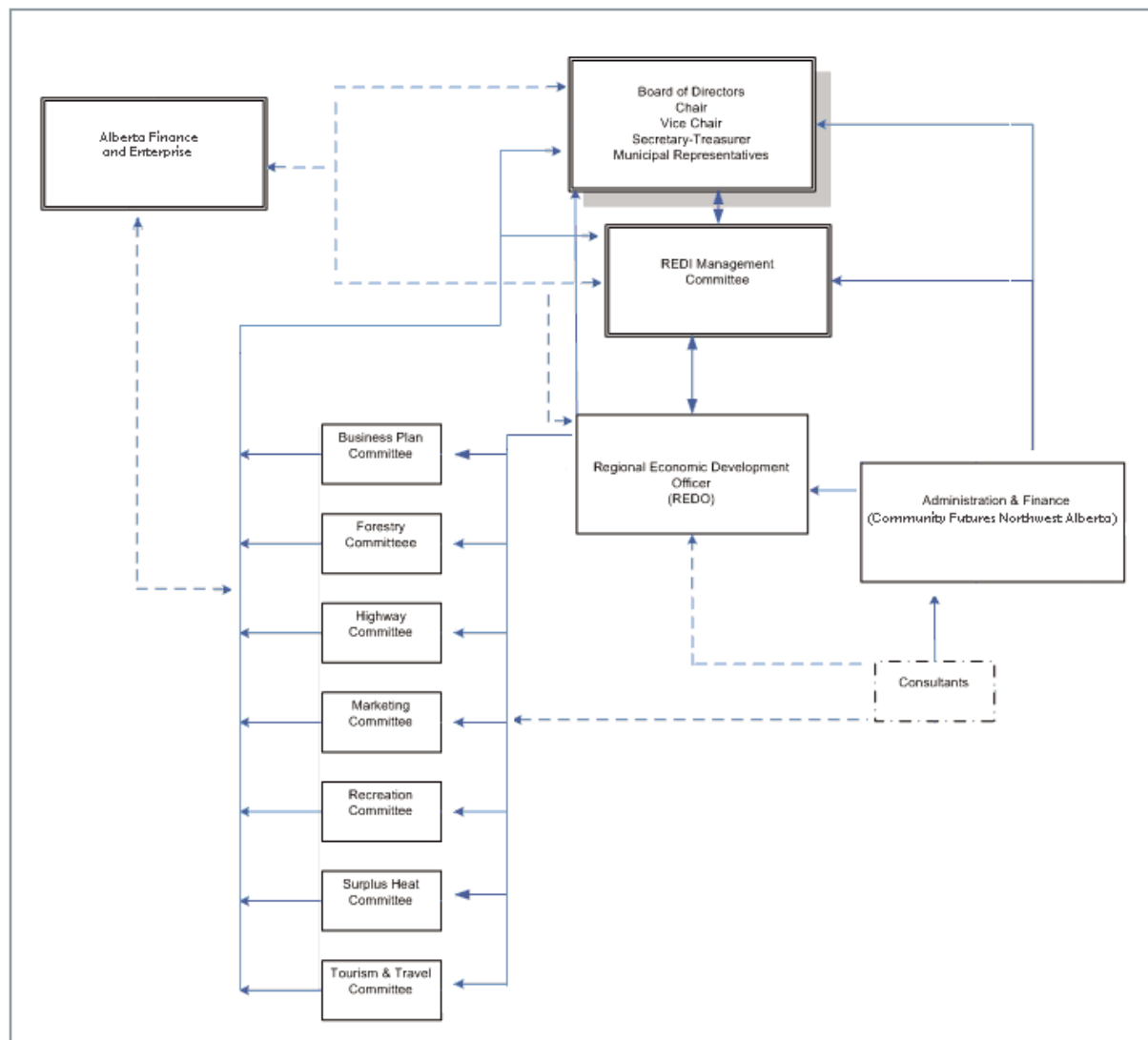


Figure 1 - REDI Northwest Alberta organisational structure

### 5.2.3.2 GRANDE PRAIRIE REGIONAL TOURISM ASSOCIATION STRUCTURE

The Grande Prairie and Region Tourism Association (GPRTA) is a little different to the REDI model (refer to Figure 2). It provides the funding municipal members a voice while also allowing the elected board members the opportunity to offer guidance and direction without the use of a management committee. This structure helps limit the ability of an individual or self-interested coalition from driving the DMO in a direction favourable to them, as occurred in the Mighty Peace DMO.

Each board member, except one, is responsible for a particular duty that provides benefit to the organisation. Each of these roles is co-ordinated by the Executive Director and her staff. For example, the GPRTA takes advantage of its appointed members' links to economic development bodies throughout the province by positioning them as liaisons on behalf of the GPRTA and acting on the intelligence and information they gather on behalf of the Association. Furthermore, the appointed members build and maintain bridges between the Association and the municipal councils so that duplication of effort is avoided, and mutually beneficial supportive efforts can be implemented. This is further enhanced by having the appointed members involved in at least one committee each.

Appointed members of funding municipalities are required by their councils to report on the DMO's activities and effectiveness. The threat of retracting funding acts as a form of accountability and is sufficient to ensure the correct and ethical management of the DMO.

Other members are encouraged to be active in a committee relevant to their business, sector or area of expertise.

The GPRTA also has a series of membership classes. These are:

- Funding Members (municipalities)
- Active Members (businesses servicing tourism)
- Founding Members Club (members who were involved at the inception of the organisation)
- Associate Members (supporting associations and organisations)
- Individual Members (supporting individuals)

This allows the GPRTA to provide benefits to each class of member and charge appropriate membership fees. This means:

- Funding Members pay a certain amount based on the population of their municipality
- Active Members pay a fee based on the number of employees
- Founding Members receive concessions in return for the sweat equity they expended when establishing the organisation
- Associate Members and Individuals pay an appropriate flat fee

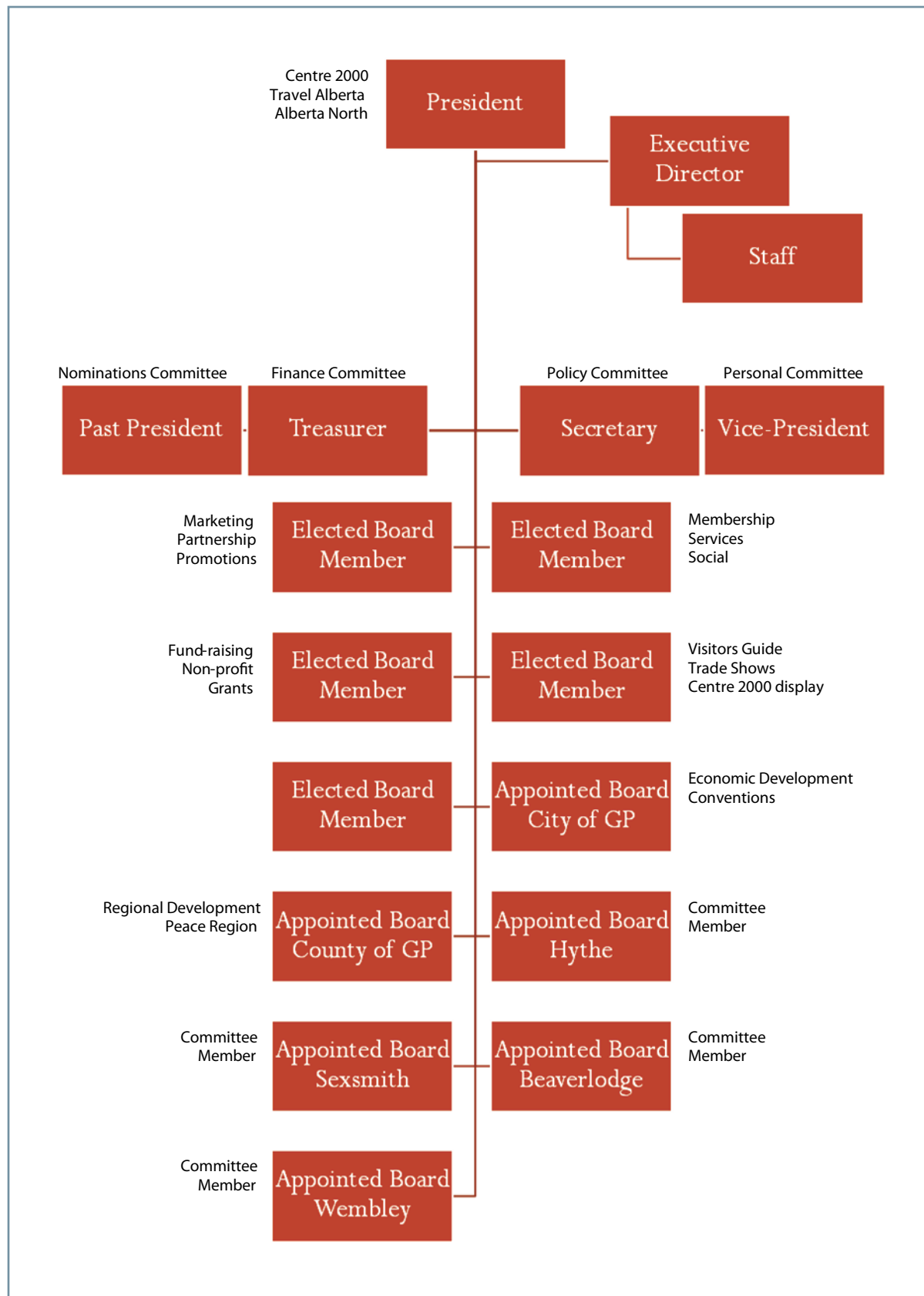


Figure 2 - GPRTA Organisational Chart

### 5.2.3.3 EDMONTON CAPITAL REGION TOURISM PARTNERSHIP STRUCTURE

An alternative structure worthy of considering for adaptation is Edmonton Economic Development Corporation's (EEDC) Edmonton Capital Region Tourism Partnership (ECRTP). This body is distinct from the Edmonton Tourism Destination Region (TDR) since it provides direction to the City's own tourism body, but works in conjunction with the TDR.

Worthy of note with this model is the number of committees and their relative size, the input they provide to the development of a tourism strategy, and the annual goals they develop for the strategy.

The ECRTP board comprises:

- A Chairperson
- A Vice-chair
- 14 appointed members
- 7 elected members

The appointed board members are representatives of relevant companies, associations and organisations impacted by and dependent upon Edmonton Tourism's marketing endeavours. As at 2008, the board included members from:

- Responsible Hospitality Edmonton
- Travelodge Edmonton West
- Association of Edmonton Convention Hotels (AECH)
- Edmonton Regional Tourism Group
- Edmonton Regional Airports Authority
- Alberta Capital Region Alliance
- Northlands
- EEDC Board of Directors
- Edmonton Tourism
- City of Edmonton
- Edmonton Chamber of Commerce
- Alberta North TDR
- Edmonton & Area TDR
- West Edmonton Mall

Elected members were representatives of affected sectors:

- Attractions sector
- Other accommodations sector
- Transportation sector
- Service supply sector
- Human resources sector
- Festival & events sector

Each of the ECRTP board members was responsible for chairing or vice-chairing a committee. Additional committees not shown on the organisation chart in Figure 3 are the Product Development, Edmonton Regional Tourism Group, and the Greater Edmonton Tourism Human Resource (GETHR) committees which work directly with EEDC.

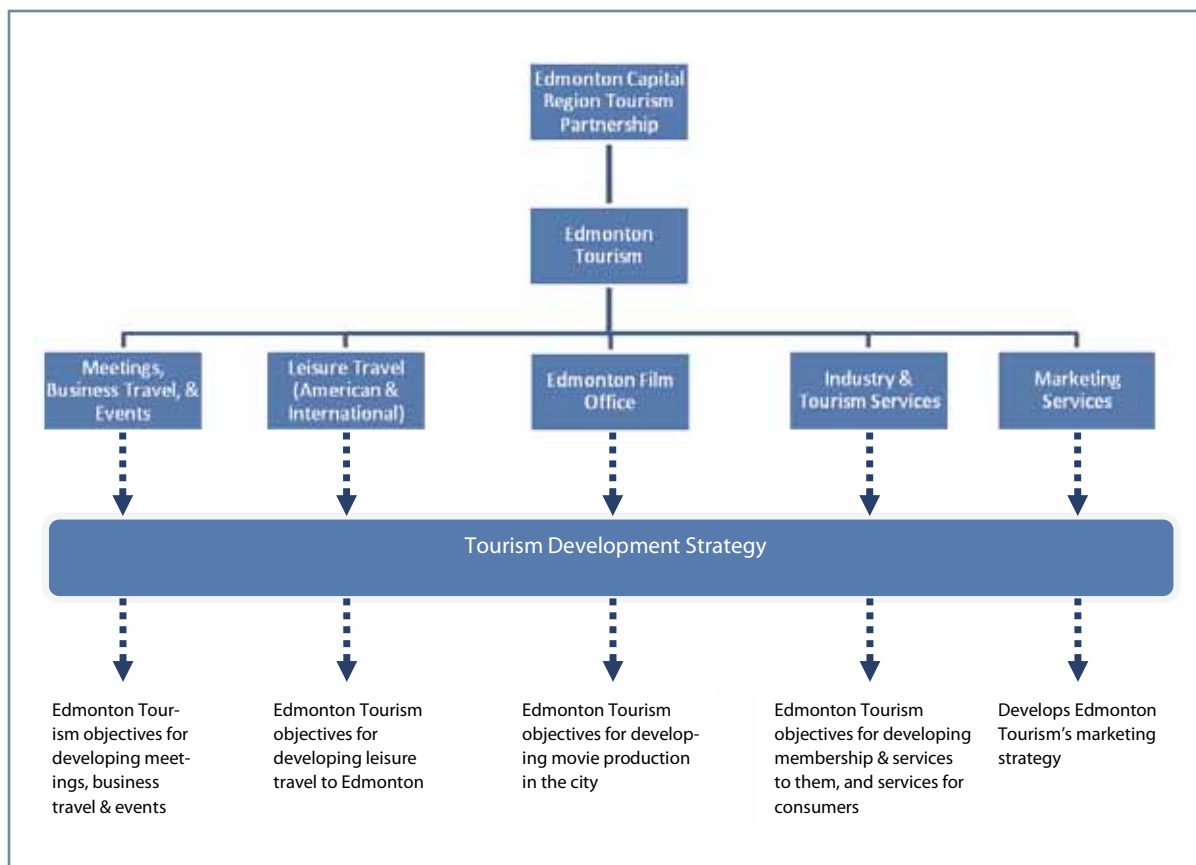


Figure 3 - EEDC's Edmonton Capital Region Tourism Partnership

## 5.3 Mackenzie Region DMO Structure

### 5.3.1 HUMAN RESOURCES & MEMBERS

The Mackenzie Region is constrained by a lack of enthusiastic human resources, that is, the same community-minded individuals tend to appear on the boards of many other community organisations (REDI Tourism Committee, 2009). This will probably be the DMO's, and the region's greatest impediment to success.

The mission of any community organisation is a complex concept to convey. Individuals and companies will only participate if they perceive a benefit and if they can identify with the goals of the organisation. For these conditions to be met, an education campaign will need to be set in motion if the DMO is to attract the skilled and passionate members it needs to succeed. The education program can be started by employing these methods:

- Educating the business community in the region through the combined efforts of:
  - The Chambers of Commerce
  - REDI Northwest
  - The municipalities
  - A publicity campaign through the local newspapers and radio stations
  - A public relations campaign targeting two distinct audiences: local residents and local business owners/managers
- Personal discussions with business leaders to gain their support to the benefit of the community and local economy

- A website with information pertaining to the DMO and its activities, and exclusive benefits offered to members
- Face-to-face conversations with friends and acquaintances by all involved in founding the organisation

Chamber members can also be encouraged to join the DMO. Each Chamber’s membership roll is shown in Table 5. Attracting just 10% of these members will provide the nascent DMO with 30 founding members.

Chamber	Enrolled Membership
La Crete & Area Chamber of Commerce	143
High Level & District Chamber of Commerce	136
Fort Vermilion & Area Board of Trade	14
<b>TOTAL</b>	<b>293</b>

Table 5 - Mackenzie Region Chambers’ membership numbers

Educating the general community can be done through enthusiastic member organisations such as sports clubs which might also be fertile grounds for finding new members.

It must be remembered that:

**“It is not the model, the structure or the voting system that will make the difference by itself; it is the underlying culture – the personal and corporate interrelationships, the motivations, the value systems – that requires attention. The hope would be that the structure may facilitate the formation of these conditions”**

*(City-Region Studies Centre, Faculty of Extension, University of Alberta, 2007)*

### 5.3.2 ORGANISATIONAL STRUCTURE

It is recommended that the Mackenzie Region DMO consider the following structure adapted from those described above.

#### 5.3.2.1 BOARD OF DIRECTORS

The Mackenzie Region DMO should have seven appointed directors consisting of representatives from:

- Mackenzie County
- Town of Fort Vermilion
- Town of La Crete
- Hamlet of Zama City
- Town of High Level
- Town of Rainbow Lake
- REDI Northwest

Additionally, it should have at least six elected members representing the following sectors:

- Accommodation
- Restaurants & bars (food & beverage)
- Retail
- Chambers of Commerce
- Sports associations
- Festivals and events

The six municipalities, as Funding Members, will each have input into the way funds are applied in the development of the destination and in its marketing efforts. The elected directors will also have input from the perspective of the private sector, with the REDI Northwest representative having a casting vote to prevent any deadlock between the differing perspectives.

The appointed directors will be able to provide information regarding economic development initiatives in the region and the province that pertain to the DMO's efforts. They will also be well-positioned to represent the Mackenzie Region DMO at any relevant conferences or events, and should act as liaisons between the DMO and their respective municipalities. This enables a sharing of strategic information, reducing duplication, and providing co-operative efforts toward the same shared goals. Funding Members should also Chair committees or attend as Vice-Chairs.

The organisation President, Vice-President, Treasurer and Secretary will be elected by the board of directors. The President should represent the DMO at external organisations such as the Alberta Chamber of Commerce, Travel Alberta committees and events, and other similar, related bodies. The Vice-President will attend in his/her stead. The Treasurer will maintain account information and sit on the finance committee, but not Chair it. The Past President will oversee the nomination and election processes for elected positions.

The board and its members can decide upon voting rights based a choice of various dimensions:

- “Board members may or may not vote, depending on what the group decides.
- A frequent principle is that one member has one vote, although minority groups are sometimes given two representatives and thus two votes.
- Another principle frequently referred to is that each vote should be roughly representative of population.
- A voting practice that occasionally appears is that no two municipalities can have enough power to dominate the voting process.
- Votes conducted by the regional body are made publicly for the sake of transparency and accountability.”

*(City-Region Studies Centre, Faculty of Extension, University of Alberta, 2007)*

Once a decision is made regarding voting rights, a by-law should be passed and documented. Dispute resolution can be conducted by a simple yes/no vote at the member level (City-Region Studies Centre, Faculty of Extension, University of Alberta, 2007), and proxy voting should be considered to make allowances for member's with a multitude of commitments.

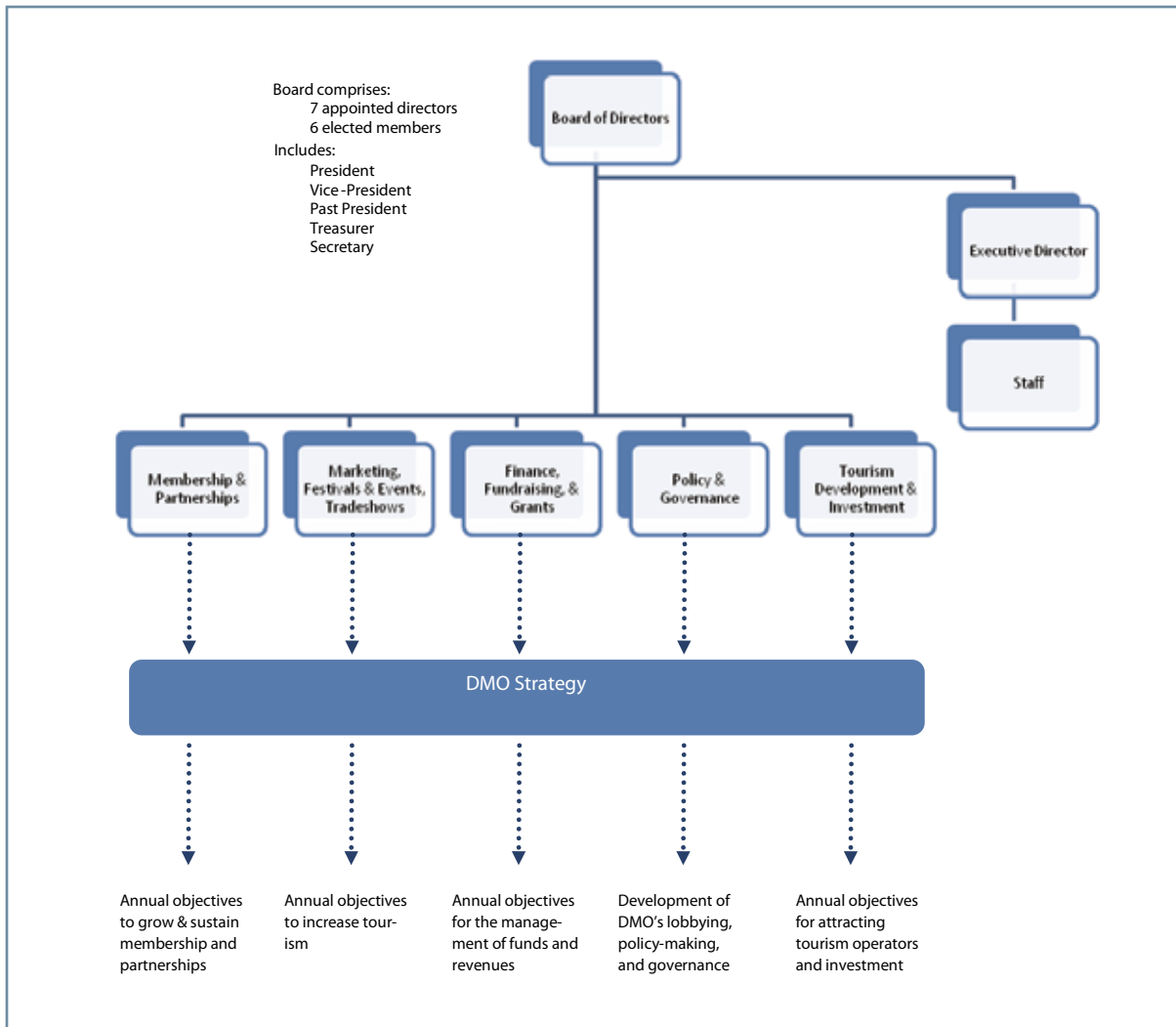


Table 6 - Recommended structure for the Mackenzie Region DMO

### 5.3.2.2 COMMITTEES

In the initial stages of the organisation’s development, a small membership will constrain the DMO in terms of the number of committees it will be able to create and maintain, the number and types of strategic initiatives it can engage in, and in its ability to harness the expertise required to develop and execute ideas and plans. For this reason, in its earliest stages, the DMO will need to focus on the “one big thing” (Collins, 2001) that will have the greatest impact on tourism in the region. The ‘one big thing’ for the Mackenzie Region DMO most likely will be establishing unity among partnering members so that existing tourism products can be marketed as a single combined value proposition under the Mackenzie Region brand and market positioning. Or it might be working together to create the Festival of the Wheel.

The committees needed to ensure the DMO can function include, but are not limited to:

- **Membership & Partnerships** – undertakes to grow and sustain membership in the DMO and engages in co-operative efforts with neighbouring tourism bodies, organisations and associations
- **Finance, Fundraising & Grants** – oversees the application of moneys received, fundraising efforts, and grant applications

- **Marketing, Festivals & Events, Tradeshows** – establishes marketing objectives, oversees the visitors' guide, provides input to the VIC, consolidates festivals and events and assists in their marketing, selects which tradeshows to participate in to promote the destination
- **Tourism Development & Investment** – sets strategic goals and guides efforts to attract and develop tourism operators in the region
- **Policy & Governance** – sets the organisation's advocacy direction, policies, and rules

Each of these committees can have as appointed committee members a representative from the respective member Chambers of Commerce. This will ensure the voice of the general business sector in each of the major centres is heard by the DMO.

### 5.3.2.3 INCOME, FUNDING, & REVENUES

The DMO will require funds to be able to operate. Initially, the moneys provided by the Funding Members and received from grants should be sufficient to hire an Executive Director. As membership grows, administrative assistance will need to be added to deal with membership renewals, bills, consumer enquiries, meeting minutes, bookkeeping, etc.

Membership fees alone will not be sufficient to enable an effective marketing campaign for the Mackenzie Region. To succeed, the DMO will need to establish alternative sources of revenue. The trend in other destinations has been to establish a destination marketing fund (DMF). The DMF is a small percentage added by DMF participants to the room portion of their hotel-guests' bills, or entrance fees charged at local attractions, or their RV park/campsite fee. The revenues are pooled and deployed for the marketing endeavours initiated by the Marketing, Festivals & Events, and Tradeshows committee. They can be apportioned to other strategic initiatives as agreed.

Currently Edmonton is charging a 1% DMF fee, but is in the process of raising it to 2%. On a \$200 hotel room charge this represents a \$2 increase to total \$4 extra per guest. Most travellers have experienced DMF fees and have become accustomed to seeing it on their bill. It is a sufficiently insignificant cost that it has no effect on occupancy levels. The challenge comes when attempting to garner the participation of all hotels in a region.

Some form of incentive must be in place to encourage participation in collecting the DMF fee. Some regions have witnessed free-loaders who refuse to participate in collecting the DMF fee. The free-loaders see it as a strategic opportunity to gain a price advantage over their competition. Generally, the free-loaders are excluded from the DMO, its marketing activities, partner offers, and the information that is gathered and disseminated to members.

## 5.4 Governance

The DMO's by-laws will have to be established according to the needs and desires of its members. It is recommended that the sample governance by-laws provided in the appendix be adapted and adopted in the short-term since they:

- are easy to implement immediately
- are known to work
- can be easily updated and amended as the DMO sees fit
- provide guidance and structure from the outset
- eliminate one more task from the burden to be carried by the founding members

However, it is valid to suggest that the DMO should adopt a statement of ethical behaviour by the members of the board and the committees. The Dalhousie University website provides a great more information and guidance on governance of non-profit organisations. It can be found at the:

<http://collegeofcontinuinged.dal.ca/Continuing%20Management%20Education/Non-Profit%20Sector%20Leadership/Resources.php>

The Government of Alberta also has some supporting programs to assist with establishing a society. Information is available at:

<http://culture.alberta.ca/bdp/default.aspx>

## 5.5 Harnessing Founding Support

The Mackenzie Region DMO will need to take several steps before it is able to move ahead with its mission. The first step will be for REDI's tourism committee to describe its mission and vision for the DMO and tourism and in the Mackenzie Region.

### 5.5.1 FOUNDING MEMBERS

The DMO will need the input and involvement of all communities if it is to achieve its full potential. The tourism committee should engage in discussions with representatives of the region's municipalities, Chambers of Commerce, and Boards of Trade. The intention of the discussions should be to:

- outline the tourism committee's vision for the DMO and the benefits to the region's residents and business community
- invite their support as founding members of the DMO
- request the Chambers and Boards of Trade assist in educating the region about the potential benefits of the tourism industry and encourage their own members to participate in the DMO

#### 5.5.1.1 EDUCATION

The tourism committee can plan and execute an education campaign targeting residents and informing them about the tourism industry's potential impact on the region. Opportunity should be provided to all residents to air any concerns they might have about developing a tourism economy. Local businesses should be engaged in the public conversation which could be facilitated with the support of local media.

The aim of the education campaign is to 'sell' the concept of tourism in a way that defends against and dispels any misinformation or untruths. The Chambers, Boards of Trade, and the municipalities must maintain a consistent and unified message about the benefits of tourism to the people of the Mackenzie Region. If done correctly, it will build public support for tourism development, and build in their minds an expectation of the region coming together for the greater good. This perception held by the residents will make it very difficult for local business operators to refuse to participate in the DMO and the DMF.

#### 5.5.1.2 INCEPTION

Concurrently, REDI's current tourism committee will need to make a motion to create the DMO. It is likely the tourism committee will form the interim founding board of the DMO until members are active and elections are able to be held. The DMO will be registered as a society by the interim founding board and announcements made about the group's founding. The announcement(s) should couch the DMO's inception in terms of 'yet another step in the building of our tourism industry'.

Potential members should be approached and invited to join the DMO. The board can be elected and representatives of funding members appointed. Committees should be established and the organisation's mission, vision, and objectives set. The DMO should then start discussing the need for and the introduction

of a DMF. It should also strategise its ‘one big thing’ to make an early impact on tourism development and prove its effectiveness which will build its credibility and legitimacy.

A new tourism region offers many opportunities for grand plans. For many reasons, attempting these big ideas in the early stages will hinder the DMO’s development. Small steps are needed at the start, and the first step is getting all the different communities and interested parties to support a single, common DMO vision/mission. For this reason it is suggested that the DMO form with the view to achieving ‘one big thing’. What that might be depends on the skills of the people at the table, their enthusiasm, their available resources, and what they might see as benefiting everyone in the Mackenzie Region. This might be the Festival of the Wheel, or the region’s tourism signage, or website, or gaining consensus on a marketing strategy. This should enable everyone the opportunity to learn how to work together to the benefit of all.

## 5.6 DMO Response to Development

### 5.6.1 TESTING FOR SUCCESS

The Mackenzie Region has great potential as a tourism destination. Future development opportunities abound. They must be carefully considered by the DMO and strategically selected to ensure they fit the region’s brand and avoid conflicting with established tourism attractions and activities.

For tourism attractions to succeed, they must be:

- Valuable
- Rare
- Unduplicable (inimitable)
- Organised

If a tourism development project is being considered, it should be tested against these criteria to determine its likelihood of success. As shown in Table 7, a ‘yes’ to all criteria will result in a status of “sustainable competitive advantage”, while at the other end of the continuum is “competitive parity”, or in other words, the project will not offer tourists anything new and will not be a major attraction for the region.

Strength	Valuable?	Rare?	Unduplicable?	Organised?	Status
Resource A	Yes	Yes	Yes	Yes	SCA
Resource B	Yes	Yes	Yes	No	TCA
Resource C	Yes	No			CP

Table 7 - Barney’s resource assessment model

Legend: CP = competitive parity, TCA = temporary competitive advantage, SCA = sustainable competitive advantage. (Barney, 1991).

In the event the project is assessed as either an ‘SCA’ or ‘TCA’, further studies can be conducted to determine the project’s:

- likelihood of success
- its fit within the region and whether it complements existing tourism operations
- its potential for increasing tourism in the region
- potential for enhancing or detracting from the destination’s brand

## 5.6.2 SUPPORT

The capital intensive nature of tourism development projects means operators typically seek support from various levels of government including municipalities. This support can often be in the form of investment, discounted loans, tax considerations, infrastructure development, or the relaxation of regulations, licensing, and permit requirements.

Other potential developments could require the support of the DMO and the Chambers of Commerce to lobby government to enhance their chances of success.

## 5.7 River Usage

The Peace River is made difficult to use due to strong currents and flotsam generated by the W. A. C. Bennett Dam upstream in British Columbia. Support from regional associations might be required to lobby the BC government to reduce the amount, size, and type of refuse that is released into the river. At the least, the issue could be fought on grounds of environmentalism. The benefit gained would be an opportunity to attract river cruise operators and houseboat rentals on the river. They could start in Peace River and wend their way to Fort Vermilion. Tourists could disembark for a bus tour back to Peace River or stay aboard for an evening cruise beneath the aurora and overnight accommodations at a hotel or B&B.

By cleaning up the river, Fort Vermilion will be better able to draw kayakers, canoeists, and perhaps even establish a white water rafting enterprise. Watersports activities, such as water skiing, parasailing, waterjetting, and jetboating, might also be possibilities.

## 5.8 Tea Rooms - Ft. Vermilion

As a complement to the river cruises, tea rooms could be built at the end of a jetty at Fort Vermilion. The cruise boat could moor at the jetty, disembarking tourists could then enjoy a lunch or afternoon tea in the tea rooms. Driving tourists visiting historic Fort Vermilion might enjoy stopping in for a pleasant and memorable meal overlooking the beautiful natural setting before heading back out on the highway.

This concept might work in the absence of a river cruise since it would be an attraction in and of itself. It might also encourage boating enthusiasts to travel up-river from Peace River for the day.

## 5.9 Agritourism - La Crete

Agritourism is a sector from which La Crete could make some great gains. The town is well known throughout Alberta as a Mennonite community. Mennonite food products are renowned for their quality and appealing flavours.

### 5.9.1 THE AGRITOURISM DESTINATION OF ALBERTA

Branding La Crete's agritourism sector would facilitate marketing. It could be established as a separate committee of, and branded under, the DMO umbrella. A farmers' market could be established in the township and farmers could sell directly from their own properties. All agritourist operators can then be included in a single directory and website, creating a perception of abundant farmer-direct enterprises.

Lovers of organic or farm-fresh foods will be drawn to the region, and might consider overnight stays at local B&Bs. These could be developed to promote weekend stays for Edmonton residents who would have to drive almost seven hours to reach La Crete, and Grande Prairie and Peace River residents who might be seeking a quiet weekend away from the madding crowds.

Traditional farming methods could be demonstrated and visitors offered an interactive experience handling a horse-drawn plough, feeding pigs, or harvesting corn as it was done when the town was first settled in 1914. This would act as a logical thematic link to Fort Vermilion's history, tying the communities together and increasing the region's value as a destination in the minds of history buffs.

A corn maze and interactive blacksmith shop selling metal artworks would be attractions that could fill out a day for weekend tourists.

## 5.10 Aboriginal Culture – Spiritualism & Arts & Crafts

Aboriginal culture appeals to a niche market, but once again, it builds value in the minds of consumers about the attractiveness of the Mackenzie Region as a tourist destination. Given the trend towards physical and mental wellbeing, spiritualism is being explored by many people. Spiritualism means different things to different people, but essentially it can be encapsulated in the idea of de-stressing or escaping the rush of routine living and can be classed as form of experiential tourism.

### 5.10.1 INTERACTIVE EXPERIENCES

The Dene Tha's affinity for the land informs their spiritualism. Dene Tha spiritualism is a logical thematic tie with ecotourism and will appeal to a similar market segment, but must be included in a way that is respectful of the Dene Tha's culture. The spiritual aspect to the aboriginal experience might include:

- Explanations of aboriginal spirituality, including some interactive elements
- A Tea Dance
- Traditional craftwork demonstrations and interactivity
- Traditional food preparation, trapping and fishing demonstrations and interactivity

Interactivity is important since the hands-on component provides the learning that makes the experience memorable. To complete the aboriginal experience and 'authenticate' it for tourists, these activities could be conducted in a teepee camp in which tourists can spend a night. This would be fascinating for German and French consumers who desire an unforgettable North American experience.

Dene Tha arts & crafts can be sold through a retail outlet and the VICs. Keeping in mind Barney's resource assessment model in Table 7, these arts & crafts should be unique. Again, it must be remembered that tourists will have travelled through other areas on their way to the Mackenzie Region, and will have seen many other arts & crafts. It will be those artisans who provide a value over and above the others who win the tourists' money.

## 5.11 RV Parks & Campsites

The Mackenzie has some campsites, but not sufficient to meet the needs of some segments of the tourist market (REDI Tourism Committee, 2009). Those listed with the Alberta Hotel & Lodging Association (AHLA) are shown in Table 8. Most can be booked in advance and charge nominal fees.

Campsites are the most commonly used form of accommodation for self-drive tourists (NWT Industry, Tourism and Investment, 2007). As wandering travellers, 'Tourers' and 'A-to-B with Stops' drivers will use these facilities. The lack of RV parks with sanitation facilities is an impediment to keeping RV drivers in the region overnight.

Campsite	Location	Units (Seasonal Units)	Sanitation Station	Reservations	Fees			
					Tent	Power	No Services	Water & Sewage
Woodland RV Park	La Crete	50	Yes	Yes	\$10	\$20	\$15	
Aspen Ridge	High Level	41 (15)	No	Yes	\$20	\$23	\$20	\$27
Machesis Lake	25km E of High Level	20	No	Yes	\$12	\$12		
Wadlin Lake Park	70km S of Ft Vermilion	33 (8)	No	No	\$12	\$12		
Hutch Lake	10km N of High Level							

Table 8 - Campsites inventory from AHLA

### 5.11.1 RV PARK DEVELOPMENT

Self-drive tourists can be motivated to spend more time in the Mackenzie Region if more RV parks were available. It will be critical to the promotion of the region in the European market, and essential if the summer and winter festivals are to succeed since many motorsports enthusiasts will use these facilities.

It is suggested that serviced RV parks be developed in High Level and Fort Vermilion in wilderness settings. Fort Vermilion has the good fortune to be able to develop one on the picturesque banks of the Peace River. They might not fill immediately, but occupancy will grow as the region’s tourism industry grows.

## 6. MARKETING RECOMMENDATIONS

### 6.1 Market Positioning

Positioning is informed by the region's brand and makes it easier for tourists to understand what they can expect. It helps consumers evaluate the destination and decide how much time to spend there.

tSG conducted market research prior to engaging in this project with REDI. The research showed that competing destinations and tourism organisations had common positioning depending on the region. In broad terms, the common grounds for positioning were found to be:

- Southern Alberta: dinosaurs, cowboys, ranch life
- Central Alberta: history, natural environment, outdoor activities
- Rockies: outdoor activities, natural environment
- North: wilderness

Sadly, many of the tourism destination regions (TDRs) of Northern Alberta failed to establish any market position, or attempted to be all things to all people. Examples of this are:

- “Located 90 minutes north of the City of Edmonton, Alberta, Canada Athabasca Country has History, Nature and Events.”
- “Stretching from north central Alberta to the borders of Saskatchewan and the Northwest Territories, The Regional Municipality of Wood Buffalo ranks, by area, among the largest in North America.”
- “Discover & plan your visit to the many and varied attractions and events in this vibrant area. Make your first stop in the City of Grande Prairie at the Visitor Information Centre, located at Centre 2000 on the Highway 43 bypass at 106 Street. You will find that our friendly and experienced travel counselors (sic) will go out of their way to help plan your stay.”

For the Mackenzie Region to succeed, it must have a single, simple statement that encapsulates everything the region offers now, and in the future.

#### 6.1.1 REQUIREMENTS OF THE POSITION

The selected market position should summarise the Mackenzie Region's tourism assets. It will need to provide sufficient ambiguity and room for interpretation by the target market to mean many things. For example, it will need to cover:

- Enjoying the wilderness
- Enjoying adrenaline-pumping activities
- Ecotourism
- De-stressing
- Buying large amounts of farm-fresh food
- Experiencing many different wonderful new things
- Travelling through the Mackenzie Region
- Driving to the NWT
- Trying something new away from the cities and tourist traps of central and southern Alberta

All the opportunities discussed earlier in this report will fall within a market position that can summarise these features.

## 6.2 Target Markets

The positioning will appeal to the mass market, but the region’s activities and assets will only appeal to certain market segments. The Mackenzie Region DMO’s target markets are described in Table 9.

Target Market Segment	Age	Ave. H/hold Income	Occupation	Psychographics	Est. Market Size (Travel Alberta, 2006 Census)	Mackenzie Region Attractions
	Geo Market	Education Level Attained				
<b>Revheads &amp; Transient Workers</b>	18+	\$50k and over \$90k	Trades, transportation, manufacturing, construction, oil & gas	Live for today, experiences, conservative	356,400	Motorsports, Fishing & hunting, Sports
	Alberta	High school, some college				
<b>Self-drive</b>	50+	\$50k and over \$90k	Trades & professional	Learning, experiences	12,240	Ecotourism, Aboriginal culture, History, Agritourism, Golf
	Alberta, Ontario, US	All				
<b>Germans &amp; French</b>	30 - 69		Management, admin, professional, retired	Experiences, pride	69,000 (Germans), 14,400 (French)	Ecotourism, Aboriginal culture, History, Agritourism
	Germany & France					
<b>Experiential Tourists</b>	18 - 49	Idealists				Ecotourism, Aboriginal culture
	Canada	College & university				
<b>Grande Prairie &amp; Peace River</b>	20 - 49	About \$70k	Trades, agriculture, oil & gas, forest products	Live for today, experiences, conservative	35,500 (Grande Prairie), 3,200 (Peace River)	Motorsports, Agritourism, Fishing & hunting, Watersports, Sports, Packages
	Grande Prairie & Peace River	High school, some college				
<b>NWT</b>	20 - 59					Motorsports, Agritourism, Shopping, Sports
	Southern NWT within 4-hour drive	High school				
<b>Edmonton</b>	20 - 59	About \$60k			530,000	Ecotourism, Motorsports, History, Agritourism, Sports
	Edmonton	All				

Table 9 – Mackenzie Region DMO Target Market Segments (Statistics Canada, 2008; Insignia Marketing Research Inc., 2008)

Some of these market segments overlap greatly. For example, Revheads & Transient Workers will overlap with the Grande Prairie, Peace River, and Edmonton market segments. Similarly, Experiential Tourists will overlap with the Self-drive and German/French market segment.

It should be noted that the term 'ecotourism' is used to represent all those activities involving interaction with the wilderness, 'sports' refers to rodeo, golf and skiing, 'packages' refers to mancations and girlcations, and 'motorsports' is used to refer to all activities involving motorised vehicles.

## 6.3 Target Markets Described

The following descriptions of the Mackenzie Region's target market segments are taken from Lang Research Inc's series of Travel Activities and Motivation Survey (TAMS) conducted in 2006 on behalf Canadian and provincial government tourism departments. The survey examined the characteristics of all Canadians who participated in the market segment activities described.

### 6.3.1 VISITORS TO ALBERTA

Alberta's best domestic drawing markets are Saskatchewan, British Columbia, and Manitoba, while Quebec is the worst drawing market.

Canadian visitors to Alberta:

- "prefer vacations that provide physical challenge, intellectual stimulation, novelty and learning opportunities. They are also more likely to take vacations to renew personal connections with family members and friends and, on occasion, to seek solitude and isolation"
- "were especially likely to have attended equestrian and western events as well as sporting events while on trips"
- "were also very active in outdoor activities while on trips, and especially nature-oriented activities, golfing, downhill skiing and snowboarding and fitness activities"
- "most often stayed in campgrounds or resorts, but were especially likely to have stayed in wilderness settings, ski or mountain resorts and farm or guest ranches"

*(Lang Research Inc., 2008)*

"These findings suggest that Alberta should promote its unique outdoor recreation activities as well as its western culture to the Canadian marketplace"

*(Lang Research Inc., 2008)*

### 6.3.2 SNOWMOBILERS & ATVERS

Snowmobilers and ATVers are most inclined to take an overnight trip solely to engage in snowmobiling and ATV activities. 45% of snowmobilers will use a trail. 40% of snowmobilers and ATVers said that the sole purpose of their trip was to enjoy their sport. This suggests that 60% also consider other activities when considering a vacation destination (Lang Research Inc., 2007).

#### Demographics

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- 68.7% aged 18 to 44 years
- 58% are male, 42% are female
- “Over-represented among Young Singles, Young Couples and especially Young Families (children 12 or younger living at home)”
- “Over-represented in the Prairie and Atlantic Provinces”
- Average household income is \$77, 737 with 31% earning between \$40,000 and \$80,000, 27% earn over \$100,000
- 39% have a high-school education or less

#### Lifestyles

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- Actively engaged in “hunting, fishing, camping and wilderness activities... motorcycling, horseback riding, team sports and a wide array of strenuous winter activities”
- “Special interest in sporting events, equestrian and western events (e.g. rodeos) and comedy festivals and clubs”
- Prefer to stay in campgrounds and wilderness settings
- Prefer unstructured vacations offering isolation and solitude
- When snowmobilers’ and ATVers’ are at home:
  - 67% will go swimming
  - 66% will take a day in the park
  - 59% will go camping or do some gardening
  - 58% will engage in some exercise at home or at a club
  - 53% will go for a ride on an ATV or go picnicking

#### Other Vacation Activities

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- Of snowmobilers & ATVers:
  - 65% will engage in boating and lake-swimming
  - 52% will engage in wildlife viewing
  - 51% will engage in fishing
  - 43% in hiking, biking, and paddling activities
- When snowmobilers and ATVers are on a trip:
  - 86% will go shopping and dining
  - 60% will visit histories sites, galleries and museums
  - 52% will attend exhibits and theme parks
  - 51% will attend fairs and festivals
- Accommodations:
  - 40% will use a National, Provincial, or Municipal campground
- Tours:
  - 35% will enjoy a sameday, self-guided tour
  - 27% will take a scenic drive around the countryside
  - 22% will take a wilderness tour
- Benefits sought from the vacation:
  - 73% want a break from the day-to-day routine
  - 71% are seeking to relieve stress
  - 59% want to create a memorable experience

#### Decision Process

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- For winter and summer vacations, 45% of snowmobilers and ATVers started with a destination in mind
- Only 17.5% - 20% considered the activities first then sought the destination to match

#### Reach

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- 88% read daily newspapers
- 62% read community newspapers
- 50% watch TV sports shows, 48% watch reality shows
- 55% listen to modern rock radio stations
- Information sources:
  - 65% use the internet
  - 63% use word-of-mouth
  - 56% are repeat users of a destination

#### Alberta Snowmobiling and ATVing Market

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- 301,000 (12.2%) Albertans went on a snowmobiling or ATV trip

### 6.3.3 ECOTOURISTS

The Travel Activities and Motivation Survey (TAMS) series of reports distinguishes between tourists who engage in ‘wilderness activities’ and those who participate in ‘wildlife viewing’. This report has referred to these market segments as ‘ecotourists’. Since the TAMS has defined them as having different lifestyles and demographic characteristics, they will be broken down accordingly.

#### 6.3.3.1 WILDERNESS ACTIVITIES

This market segment seeks “vacations that are novel, physically challenging and intellectually stimulating as well as social and inexpensive” and “exhibit keen interest in culture and entertainment activities that are educational or experiential (e.g., aboriginal cultural experiences, wilderness tours)” (Lang Research Inc, 2007).

#### Demographics

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- 72.5% are aged 18 to 44
- 51% are male, 49% are female
- “Over-represented among Young Singles and Young Couples as well as Mature Singles”
- Over-represented in British Columbia
- Average household income is \$73,987 with 56% earning over \$60,000
- 41% have at least a university degree

#### Lifestyles

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- “Frequently went wildlife viewing, hiking, climbing, paddling, boating and swimming (e.g., motorboating, swimming in lake) while on trips”
- Prefer “activities associated with wilderness settings, including fishing, cross-country skiing and snowshoeing, snowmobiling and ATViing, hunting, and horseback riding”
- “Exceptionally active in physically strenuous outdoor pursuits including sports (e.g., sports & games, team sports), downhill skiing and snowboarding, skating, exercising and jogging, cycling, sailing and surfing, freshwater scuba diving and snorkelling and extreme air sports”
- They are “more likely to play racquet sports and team sports and go jogging and rollerblading while not traveling”
- When they are at home:
  - 80% will take a day in the park
  - 78% will go hiking
  - 71% will go swimming
  - 68% will engage in some exercise at home or at a club
  - 65% will go picnicking

#### Other Vacation Activities

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- Of those who engaged in wilderness activities:
  - 78% will engage in wildlife viewing
  - 72% will engage in hiking, climbing, and paddling
  - 67% will engage in motorboating and lake-swimming
  - 46% in sports & games (e.g. tennis, board games)

- When they are on a trip:
  - 92% will go shopping and dining
  - 86% will visit histories sites, galleries and museums
  - 69% will attend exhibits and theme parks
  - 68% will attend fairs and festivals
- Accommodations:
  - 54% will use a National, Provincial, or Municipal campground
  - 44% will stay at a lakeside/riverside resort
- Tours:
  - 48% will enjoy a sameday, self-guided tour
  - 42% will take a scenic drive around the countryside
  - 39% will take a wilderness tour
- Benefits sought from the vacation:
  - 71% want a break from the day-to-day routine
  - 66% are seeking to relieve stress
  - 63% want to try something new and different

#### Decision Process

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- For summer vacations, 50% started with a destination on mind, and 24% started with a certain experience
- For winter vacations, 41% started with the destination in mind, and 28% with certain activities

#### Reach

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- 90% read daily newspapers
- 69% read community newspapers
- 56% watch science and nature shows on TV, 33% watch travel shows
- 33% listen to Top-40 radio stations, 26% listen to classical music stations
- Information sources:
  - 74% use the internet
  - 67% use word-of-mouth
  - 65% are repeat users of a destination

#### Alberta Wilderness Activity Market

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- 42,500 (2.1%) Albertans engaged in wilderness activities

### 6.3.3.2 WILDLIFE VIEWING

This market segment is “more likely to have camped, stayed in the wilderness and to have taken wilderness tours” and enjoyed “culture and entertainment activities when traveling, and were particularly likely to have patronized educational attractions (e.g., historical sites, museums & galleries; science & technology exhibits; aboriginal cultural experiences)” (Lang Research Inc, 2007).

#### Demographics

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- 65% are aged 25 to 54
- 47% are male. 53% are female
- Are more likely to be “married with dependent children living at home”
- “Are more likely to live Western Canada”
- Average household income is \$74,554 with 25% earning over \$100,000
- 36% have at least a university degree, and 30% have a high school education or less

#### Lifestyles

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- The majority “participated in ocean activities (e.g., sunbathing, swimming in ocean) and went hiking, climbing and paddling, as well as boating and swimming”
- They are “especially likely to participate in activities with a nature-theme such as wilderness activities, hiking, climbing and paddling, horseback riding, freshwater scuba and snorkelling and cross-country skiing and snowshoeing”
- In comparison to other market segments, they are not as fond of golfing, ATViing/snowmobiling, or go hunting
- When they are at home:
  - 79% will take a day in the park
  - 67% will go swimming
  - 65% will go do some gardening
  - 65% will engage in some exercise at home or at a club
  - 62% will go picnicking

#### Other Vacation Activities

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- Of those who engaged in wildlife viewing activities:
  - 64% will engage in ocean activities
  - 57% will engage in hiking, climbing, and paddling
  - 56% will engage in motorboating and lake-swimming
  - 34% in sports & games (e.g. tennis, board games)
- When they are on a trip:
  - 92% will go shopping and dining
  - 77% will visit historical sites, galleries and museums
  - 53% will attend fairs and festivals
  - 52% will attend exhibits and theme parks

- Accommodations:
  - 41% will use a National, Provincial, or Municipal campground
  - 30% will stay at a lakeside/riverside resort
- Tours:
  - 42% will enjoy a sameday, self-guided tour
  - 33% will take a scenic drive around the countryside
  - 23% will take a wilderness tour
- Benefits sought from the vacation:
  - 72% want a break from the day-to-day routine
  - 68% are seeking to relieve stress
  - 58% want to create memorable experiences

#### Decision Process

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- For summer vacations, 50% started with a destination on mind, and 24% started with a certain experience
- For winter vacations, 48% started with the destination in mind, and 21% with a certain experience

#### Reach

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- 87% read daily newspapers
- 65% read community newspapers
- 51% watch science and nature shows on TV, 43% watch history shows
- 44% listen to news/talk radio stations, 41% listen to modern rock/alternative music stations
- Information sources:
  - 74% use the internet
  - 61% use word-of-mouth
  - 60% are repeat users of a destination

#### Alberta Wildlife Viewing Market

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- 1,001,000 (40.6%) Albertans engaged in wildlife viewing

## 6.4 Promotional Opportunities

Once the Mackenzie Region DMO is established and revenue is flowing, an integrated marketing communications (IMC) program must be developed. An IMC ensures that all marketing communications and market interactions send a consistent message to the consumer, one that aligns with the brand and its positioning,

Partnership promotions should be made available to DMO members and those hotels and motels participating in the DMF.

### 6.4.1 WEBSITE

The most referred medium for destination information is the internet. The Mackenzie Region's best means of communicating with its target segments is by establishing an informative and interactive website. It should comprise:

- A road travellers blog including the capability of uploading photos and videos
- Comprehensive information about the region and all its attractions (members of the DMO only)
- A directory of tourism operators and campsites (only available to those participating in the DMO & DMF)
- A list of events and festivals
- Contact information for information services & VICs
- Details about wildlife
- Concise information about the Dene Tha culture
- Information about the region's history
- Links to the Government of Alberta websites containing information about fishing and hunting in the Mackenzie Region
- Maps and information about the trail systems for sledders, ATVs, and hikers
- Suggested self-drive tour itineraries with a special site for French & German tourists who will start their trip in Edmonton or Calgary
- Downloadable self-drive podcasts themed according to special interests: history, wildlife, aboriginal culture, etc

Maps and other printed materials should be provided for download in PDF format.

Advertising on the website should be kept to a minimum to prevent it from looking over-commercialised. The presentation of the website should reflect the chosen market positioning.

The website should be optimised to ensure it appears on the first page of Googled results for related keyword searches.

### 6.4.2 MEDIA FAMS

Inviting and paying for qualified travel journalists to experience the attractions of the region will gain valuable and credible publicity. Travel Alberta should be able to assist the DMO in these endeavours which should be planned to occur in summer and winter to ensure coverage of the festivals as discussed earlier.

### 6.4.3 ADVERTISING

Advertising in the mass media should be carefully considered. Targeted messaging will be needed for the Mackenzie Region DMO due to the diversity of the target audiences. Newspapers and select radio stations will probably provide the best results for reaching Alberta-based tourists.

Numerous tradeshows in Alberta will provide the opportunity for face-to-face communication with the target audiences in Grande Prairie, Peace River, and Edmonton. RV, boating, fishing, and snowmobile tradeshows are conducted, but consideration should also be given to other shows and events that will draw members of the target market segments, e.g. the Edmonton Motorshow (Revheads), the Health & Wellness (Ecotourists), and the Garden Show (Ecotourists).

Outdoor advertising, particularly transportation and bus benches, can be quite effective for driving traffic to a website if the message is kept clear, short, and simple.

#### 6.4.4 SIGNAGE

The Mackenzie Region is currently disadvantaged by its poor highway signage. An increase in investment in signs will help convince ‘Tourers’ to spend more time in the region. Signs help to increase the destination’s value in the minds of drivers because they communicate the numerous opportunities for new experiences.

As discussed earlier, the Mackenzie Circle should be well signed and themed in line with the region’s overall positioning. Other signs should be erected to include other information relating to tourist services and VICs.

GuideSigns provides tourist signage under a program administered by the Alberta Department of Transportation.

#### 6.4.5 CONTESTING

The Mackenzie Region DMO can run contests to giveaway mancations and girlcations through radio stations, newspapers and at tradeshows. They can also be conducted through the DMO’s website, sports associations, and magazines read by the appropriate target market segments.

#### 6.4.6 VICS

Visitor Information Centres are vital to encouraging drivers to spend more time in the region. They act as the destination’s sales agents. Staff at the VICs must have firsthand knowledge of the attractions, assets, and activities the region offers.

Out-of-region VICs should be stocked by the DMO with all available printed materials – brochures, maps, and flyers – published by the DMO and its member tourism operators.

## 7. FIVE STRATEGIC DRIVERS TO SUCCESS

In conclusion, the Mackenzie Region's tourism industry has ample opportunity for development. The main advantage possessed by the region is its wilderness and the opportunities it offers for outdoor- and wildlife-related activities. The Mackenzie Region should consider developing the following five drivers of success since they will most likely offer the greatest strategic impact:

1. Conduct an education campaign aimed at developing community support for establishing and sustaining a DMO comprising municipal government and private members who are capable of combining marketing efforts under a single representative brand to the equal benefit of the region's communities and residents.
2. Develop its ecotourism sector by following through on preserving the Bistcho Lake and Hay-Zama Complex as nature reserves in which 'soft' and 'hard' ecotourists can enjoy the wildlife and solitude of their pristine natural environments. Promote them to all visitors to the region and all identified target market segments.
3. Bring together under a single festival title the motorsports events the region offers in the summer months, and spin it off into a winter festival for snowmobilers. Use the snowmobilers/ATVers as the target market segment for these activities.
4. Improve tourism signage throughout the region to promote and direct tourists to the Mackenzie Circle. The Circle should be themed and branded in line with the region's overall brand and marketed to all visitors to the region using value-added attractions and facilities to build the value of the drive.
5. Establish and judiciously maintain a comprehensive website from which all travel and self-guiding information can be obtained.

A young tourism region offers many opportunities for grand plans and big ideas. For many reasons, attempting these big ideas in the early stages will most likely cause the DMO to fail. Small steps are needed at the start, and the first step is getting all the different and divergent communities and interested parties to support a single, common DMO vision/mission. For this reason it is suggested that the DMO form with the view to achieving 'one big thing'. This might be the Festival of the Wheel, or the region's tourism signage, or website, or gaining consensus on a marketing strategy. This should enable everyone the opportunity to learn how to work together to the benefit of all.

As a nascent organisation, the Mackenzie Region has the prospect of positioning itself in the market in a unique way. As a start-up DMO, it will be able to appeal to a diverse tourism market that will feel comfortable in the region's wilderness and in relating with its people.

## 8. APPENDIX A

### Sample Society By-Laws

1. In these by-laws:
  - a) "Society" means \_\_\_\_\_ (Society name)
  - b) "Registrar" means the Registrar of Joint Stock Companies appointed under the Alberta Society's Act.
  - c) "Special Resolution" means a resolution passed by not less than three-fourths of such members entitled to vote as are present in person at a general meeting of which notice specifying the intention to propose the resolution as a special resolution has been duly given.

### MEMBERSHIP

2. Those to whom the Society is ultimately accountable shall be the members of the Society. This will include a minimum of five (5) subscribers to the Memorandum of Association incorporating said society, and other such persons as described herein.
3. Every member of the Society shall be entitled to attend any meeting of the Society and to vote at any meeting of the Society and, if of legal age, to hold any office.
4. Membership in the Society shall not be transferable.
5. Membership in the Society shall consist of those who support the objects of the Society and/or
  - a) Contribute to its support in an amount to be determined, and/or
  - b) Reside in \_\_\_\_\_ and/or
  - c) \_\_\_\_\_
6. No formal admission to membership shall be required and the entry in the Register of Members by the Secretary of the name and address of any individual shall constitute admission to membership in the Society. Organizations may be admitted to membership in the same manner.
7. Membership in the Society shall cease upon the death of a member, or if by notice in writing to the Society, he/she resigns his/her membership, or if he/she ceases to qualify for membership in accordance with these by-laws.

### FISCAL YEAR

8. The fiscal year of the Society shall be the period from \_\_\_\_\_ (month/day) to \_\_\_\_\_ month/day)

### MEMBERS' MEETINGS

9. Every member shall have one vote and there shall be no proxy voting.
10. a) An ordinary or special general meeting of the members called by the Chair or directors may be held at any time and shall be called if requested in writing by (% or #) of the members.
- b) An annual general meeting (AGM) of the Society shall be held within three months after the end of each fiscal year of the Society.

11. Seven (7) days notice to members is required for an ordinary general or special general meeting of the members. The notice must specify the date, place and time of the meeting and in the case of special business, the nature of such business shall be given to the members. Such notice is to be given to the members by means deemed by the directors to be effective. This may include the use of newsletters, newspapers, television, radio, public bulletin boards, e-mail and/or other electronic means. The non-receipt of any notice by any member shall not invalidate the proceedings at any general meeting.

12. One month's notice is required for an annual general meeting. The notice must specify the date, place and time of the meeting and, in the case of special business, the nature of such business shall be given to the members. Such notice is to be given to the members by means deemed by the directors to be effective. This may include the use of newsletters, newspapers, television, radio, public bulletin boards, e-mail and/or other electronic means. The non-receipt of any notice by any member shall not invalidate the proceedings at any annual general meeting. At the annual general meeting of the Society the following items of business shall be dealt with and shall be deemed ordinary business:

- a) Minutes of the previous annual general meeting
- b) Consideration of the annual report of the directors
- c) Consideration of the annual financial report of the Society and, if required by these by-laws, the appointment of auditors for the ensuing year
- d) Election of directors and, if required by these by-laws, election of officers
- e) Special Resolutions about changes in by-laws (if any)

All other types of business transacted at an ordinary general, annual general or special general meeting of the members shall be deemed special business.

13. No business shall be transacted at any members' meeting of the Society unless a quorum of members is present at the commencement of business and such quorum shall consist of (# or %).

14. If, within one-half hour from the time appointed for a members' meeting, a quorum of members is not present, the meeting, if convened upon the requisition of the members, shall be dissolved. In all other cases it shall stand adjourned to such time and place as a majority of the members then present shall direct. At such adjourned meetings the members present shall constitute quorum only for the purpose of winding up the Society.

15. The Chair, or in his/her absence, the Vice-Chair, or in the absence of both of them, any member appointed from among those members present, shall preside as Chair at members' meetings.

16. At a members' meeting the Chair shall have a vote. In the case of an equality of votes, the motion shall be lost.

17. The Chair may, with the consent of the meeting, adjourn any meeting from time to time and from place-to-place, but no business shall be transacted at any adjourned meeting, other than the business left unfinished at the meeting from which the adjournment took place, unless notice of such new business is given to the members.

18. At any meeting, unless a poll is demanded by at least three members, a declaration by the Chair that a resolution has been carried and the entry in the minutes shall be sufficient evidence of the fact, without proof of the number or proportion of the members recorded in favour of or against such resolution. If a poll is demanded it shall be held by show of hands or by secret ballot as the Chair may prescribe and the result of such poll shall be deemed to be the resolution of the Society.

## DIRECTORS

19. Unless otherwise determined by special resolution, the number of directors shall not be less than five (5) or more than \_\_\_\_\_#. The minimum of five (5) subscribers to the Memorandum of Association shall be the first directors of the Society.
20. Any member of the Society of legal age (or with guardian consent) shall be eligible to be elected a director of the Society.
21. Directors shall be elected by members at annual general meetings of the Society as per bylaw #12 (d). If organizations are admitted to membership, the members may elect, as a director, a representative nominated by each of the organizations. The remaining directors shall be elected by the members from among their number.
22. At the annual general meeting of the Society, the directors shall retire from office but shall hold office until the dissolution of the meeting at which their successors are elected. Retiring directors shall be eligible for re-election.
23. In the event that a director resigns his/her office or ceases to be a member in the Society, whereupon his/her office as director shall be vacated, the vacancy thereby created may be filled for the unexpired portion of the term by the Board of Directors from among the members of the Society.
24. The Society may, by special resolution, remove any director before the expiration of the period of office and appoint another person in his/her stead. The person so appointed shall hold office during such time only as the director in whose place he/she is appointed would have held office if he/she had not been removed.
25. Directors who have, or could reasonably be perceived to have, a conflict of interest with respect to the affairs of the society, have a duty to declare this interest. Such a declaration is to be made to the members upon nomination or, if serving as a director, when the possibility of a conflict is realized. A conflict of interest does not preclude a member from serving as a director provided that he/she withdraws from decision making on matters pertaining to that interest and that such withdrawal is duly recorded.
26. Directors are not entitled to remuneration for service but may be reimbursed for reasonable expenses incurred in the conduct of their duties. Such expenses maybe specified in advance by the Board of Directors.
27. The responsibility for the management of the activities of the Society shall be vested in the directors who, in addition to the powers and responsibilities outlined by these by-laws or otherwise expressly conferred upon them, may exercise, within the limits of the law, all powers as may be required by the Society to achieve its purposes. In particular, the directors shall have power to set policy to guide the management of the society, engage staff, and to determine his/her/their duties, responsibilities and remuneration. The directors may appoint an executive committee and other committees consisting of directors and/or other such persons as they may determine are required.

## DIRECTORS' MEETINGS (BOARD MEETINGS)

28. Meetings of the Board of Directors shall be held as often as the business of the Society may require but not less than quarterly. A meeting of directors may be held at the close of every ordinary or annual general meeting of members of the Society without notice. Special board meetings may be called by the directors. If notice is required it shall specify the time and place thereof and shall be given either orally or in writing to each director within a reasonable time before the meeting is to take place. Non-receipt of such notice by any director shall not invalidate the proceedings at any meeting of the Board of Directors.
29. No business shall be transacted at any meeting of the Board of Directors unless at least (# or %) the directors are present at the commencement of such business.
30. The Chair or, in his/her absence, the Vice-Chair or, in the absence of both of them, any director appointed from among those directors present shall preside as Chair at meetings of the Board.
31. At a directors' meeting, the Chair shall have a vote. In the case of an equality of votes, the motion shall be lost.

## OFFICERS

32. The officers of the Society shall be a Chair, a Vice-Chair, a Secretary and a Treasurer. The offices of Treasurer and Secretary may be combined.
33. Board may elect one of their number to be the Chair of the Society. The Chair shall be responsible for the effectiveness of the Board of Directors and shall perform such other duties as may be assigned to her/him by the Board from time to time.
34. The Board may also elect from their number a Vice-Chair. The Vice-Chair shall perform the duties of the Chair during the absence, illness or incapacity of the Chair, or during such period the Chair may request him/her to do so.
35. There shall be a Secretary of the Society who shall be responsible for the minutes of the meetings of members and directors, and shall perform such other duties as may be assigned to him/her by the members. The directors may also appoint a Recording Secretary who is not a Director, for the purpose of taking minutes. The minutes of all the meetings of the Society and other legal books and records of the Board of Directors shall also be the responsibility of the Secretary.
36. The Board shall also appoint a Treasurer of the Society who shall be responsible for overseeing financial management practices, insuring that the Directors understand the financial situation of the society and may carry out other such duties as the Board may assign.

## AUDIT OF ACCOUNTS

37. The directors are responsible for insuring that members receive annually a written report on the financial position of the Society. This statement shall be in the form of a balance sheet showing the particulars of its liabilities and assets, and a statement of its income and expenditures for the past year. A copy of the financial report, as a true and fair account of the society's financial affairs, shall be signed by the auditor or, if there is no auditor, by two directors and shall be filed with the Registrar within fourteen days after the annual general meeting in each year as required by law.
38. An auditor for the Society may be appointed annually by the members of the society at the annual general meeting and, on the failure of the members to appoint an auditor, the directors may do so.

## MISCELLANEOUS

39. The Society has power to repeal or amend any of these by-laws by a special resolution passed by the members, subject to the approval of the Registrar.
40. The Society shall file with the Registrar, with its Annual Financial Statement, a list of its directors with their addresses, occupations, and dates of appointment or election, and, within fourteen days of a change of directors, notify the Registrar of the change.
41. The Society shall file with the Registrar a copy in duplicate of every special resolution within fourteen days after the resolution is passed.
42. If the Society has a seal it shall be in the custody of the Secretary and may be affixed to any document upon a resolution of the Board of Directors.
43. The annual financial statements and minutes of membership and directors meetings may be inspected by any member with one week's notice at the registered office of the Society. All other books and records of the Society may be inspected by any member at any reasonable time within two days prior to the annual general meeting, at the registered office of the Society.
44. Contracts, deeds, bills of exchange and other instruments and documents may be executed on behalf of the Society by the Chair or the Vice-Chair and the Secretary, or otherwise, as prescribed by a resolution of the Board of Directors.
45. The borrowing powers of the Society may be exercised by special resolution of the members.
46. The Board shall insure that the Society's assets are protected against damage or loss, and, if it is determined that considerable risk is involved, the directors themselves are adequately protected against liability resulting from a legal action, suit or proceedings in respect to the execution of the organization's mission.

*(Dalhousie University, 2009)*



## Grande Prairie Regional Tourism Association

Board Governance and By-Laws

Dated: November 30, 2000

Special Resolution Effective: November 28, 2001

### GENERAL INFORMATION

#### BOARD:

The Board is made up of individual board members acting together as a whole. Any board determines and communicates the purpose and the scope of the organization. This is called the VISION. The Vision defines the boundaries within which the organization operates.

#### GOVERNING BOARDS RESPONSIBLE FOR:

**PURPOSE:** Determining what the community needs, what the organization wishes to address and how they will fulfill it.

**PROGRESS:** Setting the rate at which the organization takes on activities, programs and services to fulfill its purpose.

**CONTINUITY:** Making sure that there are enough financial and human resources in place to guarantee the existence of the organization.

**IDENTITY:** Clarifying to the community the organization's values, beliefs, and services.

#### POLICY GOVERNING BOARD

The Board governs the organization by making policy. This policy determines the long-term direction of the organization. The board hires a senior staff such as an Executive Director to implement the board's policies, and to manage the day to day business of the organization. The Executive Director is accountable to the Board. Front line staff and service volunteers are accountable to the Executive Director. These staff members and volunteers implement programs and services.

## GRANDE PRAIRIE REGIONAL TOURISM ASSOCIATION BY-LAWS

### MEMBERSHIP

1. Any individual being of the full age of 18 years, or business, resident in the province of Alberta, who adheres to the objects of the society may, upon payment of fee, determined from time to time by the members at the general meeting, become a member of the society. Any person under the age of 18 years may in the same manner become a member upon payment of half the said fee.

2. Any member wishing to withdraw from membership may do so upon a notice in writing to the Board through its Secretary. If any member is in arrears for fees or assessments for any year, such member shall be automatically suspended at the expiration of six months from the end of such year and shall thereafter be entitled to no membership privileges or powers in the society until reinstated. Any member upon a majority vote of all members of the society in good standing may be expelled from membership for any cause which the society may deem reasonable.

#### PRESIDENT

3. The President shall be an ex-officio member of all Committees. He/she shall, when present, preside at all meetings of the society and of the Board. In his/her absence, the Vice-President shall preside at any such meetings. In the absence of both, a chairperson may be elected to preside at the meetings.

#### BOARD OF DIRECTORS

4. Board of Directors, Executive Committee or Board, shall mean the Board of Directors of the society. The Board of Directors composition shall consist of an elected President, Vice-President, Secretary, Treasurer, four (4) Directors-At-Large and one (1) Past President, and six (6) appointed Municipal Directors.
5. The Board shall, subject to the by-laws or directions given it by majority vote at any meeting properly called and constituted, have full control and management of the affairs of the society, and meetings of the Board shall be held as often as may be required, but at least once every three months, and shall be called by the President. A special meeting may be called on the instructions of any two members provided they request the President in writing to call such meeting, and state the business to be brought before the meeting. Meetings of the Board shall be called by 10 days notice in writing mailed to each member or by three days notice by fax or telephone. Any four members shall constitute a quorum, and meetings shall be held without notice if a quorum of the Board is present, provided however, that any business transactions at such meeting shall be ratified at the next regularly called meeting of the Board; otherwise they shall be null and void.
6. A person appointed or elected a director becomes a director if they were present at the meeting when being appointed or elected, and did not refuse the appointment. They may also become a director if they were not present at the meeting but consented in writing to act as director before the appointment or election, or within ten days after the appointment or election, or if they acted as a director pursuant to the appointment or election.
7. Any director or officer, upon a majority vote of all members in good standing, may be removed from office for any cause which the society may deem reasonable.

#### SECRETARY

8. It shall be the duty of the secretary to attend all meetings of the society and of the Board, and to keep accurate minutes of the same. He/she shall have charge of the Seal of the society which whenever used shall be authenticated by the signature of the Secretary and the President, or in the cause of death or inability of either to act, by the Vice-President. In case of the absence of the Secretary, his/her duties shall be discharged by such officer as may be appointed by the Board. The Secretary shall have discharge of all the correspondence of the society and be under the direction of President and the Board.
9. The Secretary shall also keep a record of all the members of the society and their addresses, send all notices of the various meetings as required, and collect and receive the annual dues or assessments levied by the society. Such monies shall be promptly turned over to the Treasurer for deposit in a Bank, Trust Company, Credit Union or Treasury Branch as required.

## TREASURER

10. The Treasurer shall receive all monies paid to the society and be responsible for the deposit of same in whatever Bank, Trust Company, Credit Union or Treasury Branch the Board may order. He/she shall properly account for the funds of the society and keep such books as may be directed. He/she shall present a full detailed account of receipts and disbursements to the Board whenever requested and shall prepare for submission to the Annual Meeting a statement duly audited of the financial position of the society and submit a copy of same to the Secretary for the records of the society. The Office of the Secretary and Treasurer may be filled by one person if any annual meeting for the election of officers shall so decide.

## PAST PRESIDENT

11. This member shall be the last President Member of the Association upon the election of the Association's new President. The position Past President is conducive to the effective, timely, and orderly transition of the Association's leadership and business from one President's term to another.

## AUDITING

12. The books, accounts and records of the Secretary and Treasurer shall be audited at least once a year by a duly qualified accountant or by two members of the society elected for that purpose at the Annual Meeting. A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor at the Annual Meeting of the society. The fiscal year of the society shall be January 1 ending December 31.

13. The books and records of the society may be inspected by any member of the society at the Annual Meeting or at anytime upon giving reasonable notice and arranging a time satisfactory to the officer or officers having charge of same. Each member of the Board shall at all times have access to such books and records.

## MEETINGS

14. This society shall hold an annual meeting on or before November 30 in each year, of which notice in writing to the last known address of each member shall be delivered in the mail 15 days prior to the date of the meeting. At this annual general meeting there shall be elected a President, Vice-President, Secretary, Treasurer, (or Secretary-Treasurer), and five directors so elected from the general membership, along with 6 assigned board positions that will be from the participating funding municipalities. The officers and directors so elected shall form a Board, and shall serve until their successors are elected and installed. Any vacancy occurring during the year shall be filled at the next meeting, provided it is so stated in the notice calling such a meeting. Any member in good standing shall be eligible to any office in the society.

15. General meetings of the society may be called at any time by the Secretary upon the instructions of the President or Board by notice in writing to the last known address of each member, delivered in the mail eight days prior to the date of such meeting. A special meeting shall be called by the President or Secretary upon receipt of petition signed by one-third of the members in good standing, setting forth the reasons for calling such meeting, which shall be by letter to the last known address of each member, delivered in the mail eight days prior to the meeting.

16. 50% plus 1 of those members in attendance and in good standing shall constitute a quorum at any meeting.

#### VOTING

17. Any member who has not withdrawn from membership nor has been suspended or expelled shall have the right to vote at any meeting of the society. Such votes must be made in person and not by proxy or otherwise.

#### RENUMERATION

18. Unless authorized at any meeting and after notice for same shall have been given, no office or member of the association shall receive remuneration for his\her services.

#### BORROWING POWERS

19. For the purpose of carrying out its objects, the society may borrow or raise or secure the payment of money in such manner as it thinks fit, and in particular by the issue of debentures, but this power shall be exercised only under the authority of the society, and in no case shall debentures be issued without the sanction of a special resolution of the society.

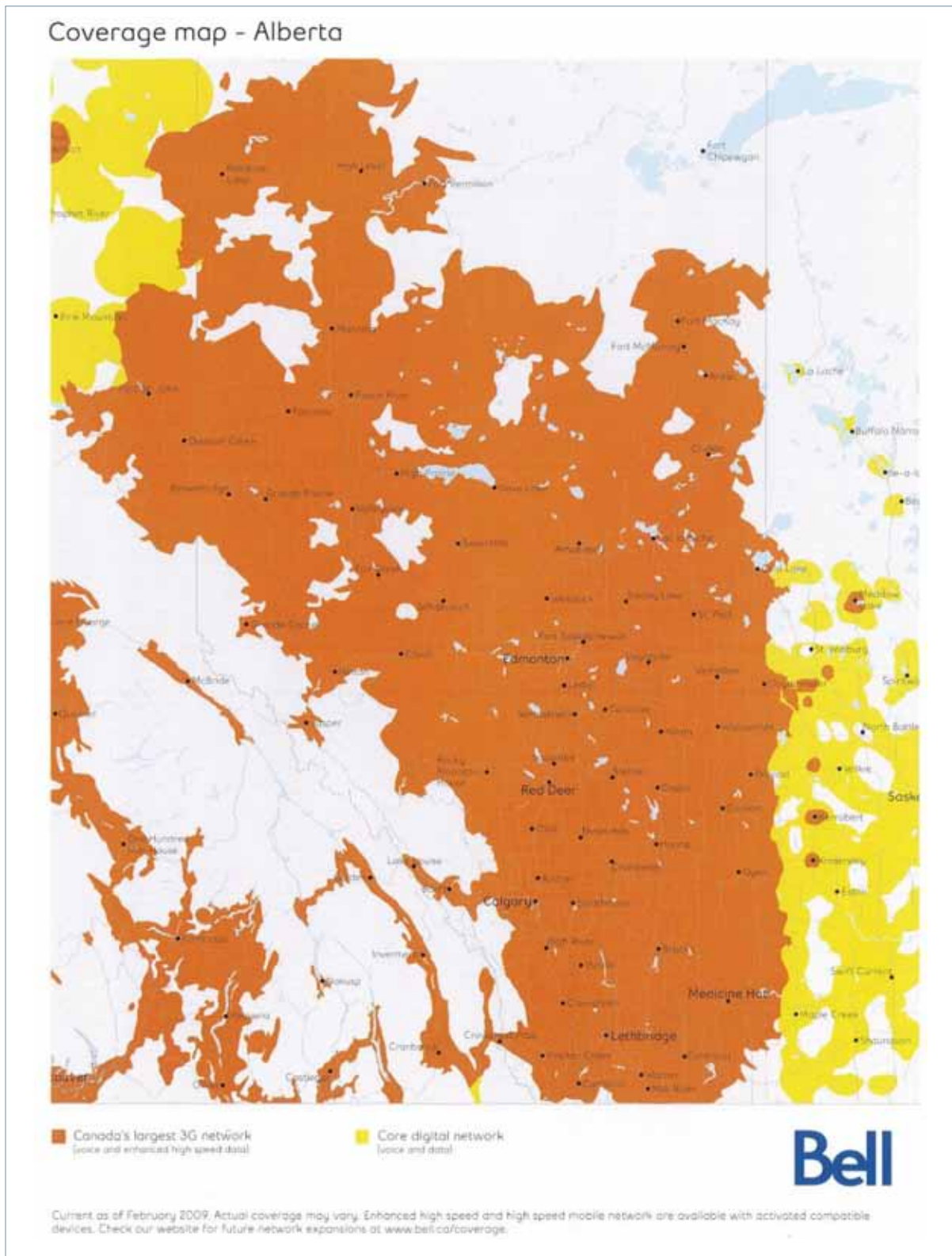
#### BY-LAWS

20. The By-laws may be rescinded, altered or added to by a "Special Resolution".

**DATE: NOVEMBER 30, 2000, Special Resolution Effective: November 28, 2001**

*(Reproduced with permission of Emilia Hovorka, Executive Director, GPRTA)*

# 9. APPENDIX B



Bell Mobility's 3G cellular telephone coverage in Alberta. (Bell Mobility, 2009)

# 10. APPENDIX C

Comparison of mobile website to normal website. Mobile websites are typically textual links to more information and are less graphic-intensive than normal websites.



# 11. APPENDIX D

An example of learning-to-fish tour.

**GUIDED TROUT FISHING**

Learn to flyfish \$99

Full and half day tours  
Fly and tackle shop  
Boat and canoe rentals  
Free maps and advice  
Camping supplies

**On-Line Sport & Tackle**  
600 Patricia St • Jasper National Park  
780-852-3630  
Fax 780-852-4245 • [online@incentre.net](mailto:online@incentre.net)

Guide Mike Meadowick with his children Rachel, Joe & Emma

**GUIDED FISHING TRIPS**

**Maligne Lake**  
Ringed by majestic peaks and glaciers, many regard Maligne the most beautiful lake in the Canadian Rockies—and the fishing is awesome! Recent trophy fish taken were a brook trout at 12 lb 8 oz (6 kg), and the Alberta record for rainbow trout at 20 lb 6 oz (9 kg). The average catch is 2-3 lb (1-2 kg).

**Talbot Lake**  
This scenic and windy lake is the ideal place to fish in Jasper for Canada's favourite game fish—the aggressive Northern Pike. This aggressive predator will give you plenty of frenzied action! The record pike from Talbot Lake is 27 lbs (12 kg).

**Jasper Rivers**  
Early spring, late summer and fall are good times to fly fish or spin cast our rivers for rainbow, brook and bull trout, plus whitefish and pike.

**Narrow and Beyond — Maligne Lake**  
Blood Bay—Doc's Domain and the Sampson Narrows. Spirit Island in our custom freighter canoe. Great fishery and spectacular scenery. Ten hours of fishing \$269 per person. Anglers: \$499 single angler. Includes lunch.

**Full Day Rates**  
Fishing \$229 per person based on 2 anglers. Includes lunch.

**Half Day Rates**  
Fishing \$169 per person based on 2 anglers. No lunch included.

**Learn to Flyfish Special**  
\$99 per person; \$169 single angler.

Canada licensed fishing guide, rainwear and lunch is included on full day trips. Boat and tackle for use is included where applicable. Transportation to the lake/river is available.

**Equipment Rental Rates**

Canoe (2 hrs)	\$55	Paddles / Oars	\$20
after 3 pm	\$40	Electric Trolling Motor	\$35
Waders & Boots	\$40	with one battery	\$25
Spin Rod & Reel	\$35	after 3 pm	\$45
Life Jacket	\$20	extra battery	\$30
Fly Rod & Reel	\$8	battery only	\$10
Backcountry lake boat rentals (hike to your boat) are available.	\$15	Fish Net	\$8

For Information and Reservations Contact:  
**On-Line Sport & Tackle**  
780-852-3630  
600 Patricia St • Box 730, Jasper AB T0E 1E0  
Fax 780-852-4245 • Email [online@incentre.net](mailto:online@incentre.net)

# 12. APPENDIX E

Examples of accommodating European market segments.



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