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1.0 Introduction

This paper has been prepared for the Métis National Council (MNC). It is part of a broader plan for the MNC that will lead to the development of a strategy that will provide direction for future entrepreneurial and economic opportunities for Métis people in Canada’s tourism industry.

Tourism is a major industry for Canada. It is also one of Canada’s leading export industries. However, tourism has largely been an unrealized economic opportunity for the Métis. There is no comprehensive plan for the development of a Métis tourism “product”.

The Métis National Council (MNC) and the Government of Canada (Indian and Northern Affairs Canada, Office of the Federal Interlocutor for Métis and Non-Status Indians) have agreed to undertake a full survey of the current status of Métis tourism and a comprehensive overview of partnerships and business development opportunities that are available to Métis organizations and businesses that could provide significant, secure and cumulative revenue streams for Métis businesses, people and organizations. No such survey has ever been undertaken. It would form the basis for the development of a Métis Tourism Strategy.

The primary objective for the Métis Tourism policy paper is to:

Effectively create a unified strategy to develop and market Métis Tourism. The unified strategy will be developed subsequent to consideration of the Métis Government Members Organizations’ tourism-related goals and objectives, the inventory and assessment of Métis tourist sites and operations, potential financial and business partnerships in the private sector related to tourism activities, and the importance of national and international marketing opportunities and activities.
2.0 Canada’s Métis Population

2.1 – Canada’s Métis History

Prior to Canada’s crystallization as a nation in west central North America, the Métis people emerged out of the relations of Indian women and European men in the 17th and 18th centuries. While the initial offspring of these Indian and European unions were individuals who possessed mixed ancestry, the gradual establishment of distinct Métis communities, outside of Indian and European cultures and settlements, as well as, the subsequent intermarriages between Métis women and Métis men, resulted in the genesis of a new Aboriginal people – the Métis. The first usage of the terms Métis was in 1660 with record of Métis births dating to 1615 (Canada’s First People’s by Olive Patricia Dickson).

Distinct Métis communities emerged, as an outgrowth of the fur trade, along some parts of the freighting waterways and Great Lakes of Ontario, throughout the Northwest and as far north as the McKenzie river. The Métis people and their communities were connected through the highly mobile fur trade network, seasonal rounds, extensive kinship connections and a collective identity (i.e., common culture, language, way of life, etc.).

The Métis, as a distinct Aboriginal people, fundamentally shaped Canada's expansion westward through their ongoing assertion of their collective identity and rights. From the Red River Resistance to the Battle of Batoche to other notable collective actions undertaken throughout the Métis Nation Homeland, the history and identity of the Métis people will always be a part of Canada's existence. Louis Riel who founded the Comité National des Métis in 1860 to protect Métis rights is one of Canada’s most significant historical figures. He continues to have an impact on Canada’s Métis population well after his execution in 1885. More recently, the Government of Canada has expressed a willingness to honour Riel’s place in Canada’s history and to recognize the Métis Nation.

Following the annexation of the Northwest Territories by Canada in 1869-1870, the political economy of the Métis was destroyed. The Manitoba Act (1870), an Act Representing the Appropriation of Certain Dominion Lands in Manitoba (1874), and the Dominion Lands Act (1879) recognized Métis claims to Aboriginal title, but the federal government moved to “unilaterally extinguish” these claims through individual land grants and scrip. Denied the
recognition of their collective rights, the Métis became Canada’s “Forgotten People”. Only in Alberta was any action taken to alleviate Métis distress through the establishment of Métis settlements by the provincial government in 1938. The Métis were officially recognized as one of Canada’s Aboriginal Peoples in the Canadian Constitution of 1982.

2.2 – The Métis Michif Language

Michif is recognized by the Government of Canada, through the Minister of Canadian Heritage as one of Canada’s official Aboriginal languages. The promotion and retention of the Michif language is being carried out through a National Michif Language Working Group coordinated by the Métis National Council. A multi-year language strategy is being developed to keep the Michif language alive and is actively promoting the use of Michif in Métis communities.

The Michif language distinguishes the Métis from other Aboriginal groups. There are over 300 Métis communities in Canada and in many instances these communities are using the Michif language.

2.3 – The Métis Nation

The Métis Nation has its own language (Michif), culture, way of life, national identity and traditional territory which spans the three Prairie provinces and goes into part of Ontario, British Columbia, the Northwest Territories and the northern United States. Today, Métis citizens are represented by the Métis Nation of Ontario, Manitoba Métis Federation, Métis Nation – Saskatchewan, Métis Nation of Alberta and Métis Provincial Council of British Columbia (Governing Members). Since 1983, these Governing Members have come together to form the Métis National Council (MNC). Based on this mandate, the MNC represents the Métis Nation in Canada at the national and international levels.
Throughout the Métis relationship with Canada, from assertions of Métis nationalism and rights through the formation of provisional governments in both Manitoba and Saskatchewan, to negotiations and resulting Treaty with Canada as a part of the *Manitoba Act, 1870*, the Métis have always sought to be a self-governing and self-determining people within the Canadian federation.

Today, the Métis Nation continues to move forward on implementing its inherent right of self-government within the Canadian federation and institutions are the contemporary expression of this aspiration. For over a century, these infrastructures have continued to evolve in order to realize democratic and effective governance structures and institutions to represent and serve the citizens of the Métis Nation.

Each MNC Governing Member maintains a membership list or, in some cases, a Registry of Métis citizens within their respective provincial boundary. Each has a well-established governance structure which allows community (through Locals and Community Councils), cross-cutting (i.e. women, youth, elders, etc.) and provincial/national interests to be effectively represented and balanced within the Métis Nation. Moreover, these provincial governance structures are democratically selected, through province-wide ballot box elections, held at regular intervals. In between elections, accountability to members is maintained by holding annual assemblies at which leadership report back to constituents.

On September 19th, 2003, with the release of *R. v. Powley* (the *Powley* case), the Supreme Court of Canada confirmed that Métis, “as a full-fledged rights bearing people”, in Canada have existing constitutional rights protected by s. 35 of the *Constitution Act, 1982*. Specifically, the *Powley* case set out a test for establishing a Métis community’s right to hunt for food, however, the *Powley* case has dramatic implications on all future resource development initiatives on Métis Nation traditional territories.

“The inclusion of the Métis in s. 35 is based on a commitment to recognizing the Métis and enhancing their survival as distinctive communities. The purpose and the promise of s. 35 is to protect practices that were historically important features of these distinctive communities and that persist in the present day as integral elements of their Métis culture” (Supreme court of Canada’s decision in *R. v. Powley*).
It is the Métis Nation’s belief that the goal of self-government is the “promise” within s. 35. Namely, to provide the Métis Nation the ability to negotiate and secure a healthy and respectful place within the Canadian federation, based on its inherent right of self-determination and self-government, which ensures the on-going existence, identity and health of the Métis people for generations to come. The Métis Nation is seeking the same rights as other Aboriginal groups that are currently not afforded to the Métis.
In 2006, people who self-identified as Aboriginal accounted for just over 1.1 million, or 3.8% of Canada’s total population, compared with 2.8% ten years earlier. Just over 50% of persons who identified as being Aboriginal also declared that they were registered Indians.

The majority of Aboriginal people, 698,025 or 59.5%, were North American Indian, 623,785 were registered Indians (or status).

There are 389,785 Métis, who represented about 33% of the total Aboriginal population and 4.3%, or 50,480, were Inuit.
3.2 – The Métis Are Experiencing the Fastest Population Growth within Canada’s Aboriginal Population

Overall the Aboriginal identity population grew about 20% over the 5-year period, 2001 to 2006. 10% of the growth is due to natural demographic growth (i.e., the difference of births and deaths). The other 12% is due to reporting changes in the Census. The growth in Métis population has been driving the overall growth of Canada’s Aboriginal population.

In the case of the Métis, there was a 33% increase over five years, the largest population gain among the three Aboriginal groups. This growth was particularly high in Central and Eastern Canada.

Factors that likely contributed to the increase in the population identifying as Métis include: increased awareness of Métis issues coming from court cases related to Métis rights, constitutional discussions occurring in the early 1990s, as well as better census enumeration of Métis communities.
3.3 – Within a Decade, It is Entirely Possible that the Métis Will Be the Largest Population Component within Canada’s Aboriginal Population

The growth in Canada’s Métis population has been phenomenal. From the period 1996 to 2001 it grew by 43% and from 2001 to 2006, 33%. Over the decade 1996-2006, Canada’s Métis population increased by 90%. If that same rate of growth continues over the next decade (2006-2016), the Métis would become the single largest component of Canada’s Aboriginal population, exceeding the North American Indian population which is currently over 600,000.

With the addition of a National Registry as proposed by the Métis National Council, Canada’s Métis population could overtake Canada’s Status Indian population within a decade. This could have a major impact on Canada’s cultural fabric.
3.4 – While the Métis Are Spread Throughout Canada, They Are Largely Concentrated in Western Canada

The 3,575 Métis in the Northwest Territories represented 8.7% of the territory’s total population, the highest concentration in the country. However, the largest Métis population, 85,500 lived in Alberta where they accounted for only 2% of the province’s population. Métis people represented 6.2% of the population of Manitoba, and 5.0% of the population of Saskatchewan. Other provinces with large Métis populations are Ontario and British Columbia.

Source: Statistics Canada.
3.5 – The City of Winnipeg Has the Largest Métis Population

Winnipeg has the largest Métis population at just over 40,000, representing nearly 6% of the total metropolitan area’s population in 2006. Over 4% of the people in Saskatoon are Métis at over 9,000. Prince Albert has the highest concentration, where almost 17% of the city’s population is Métis.

### Population Reporting Métis Identity in Selected Cities – 2006

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winnipeg</td>
<td>40,980</td>
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<tr>
<td>Edmonton</td>
<td>27,740</td>
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<tr>
<td>Vancouver</td>
<td>15,070</td>
</tr>
<tr>
<td>Calgary</td>
<td>14,770</td>
</tr>
<tr>
<td>Saskatoon</td>
<td>9,610</td>
</tr>
<tr>
<td>Regina</td>
<td>7,185</td>
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<tr>
<td>Prince Albert</td>
<td>6,680</td>
</tr>
<tr>
<td>Toronto</td>
<td>7,580</td>
</tr>
<tr>
<td>Ottawa-Hull</td>
<td>7,990</td>
</tr>
<tr>
<td>Montreal</td>
<td>6,010</td>
</tr>
</tbody>
</table>

Source: Statistics Canada.
3.6 – Canada’s Métis Population is Largely Urban-Based

Approximately 70% of Métis persons live in urban areas. It is estimated that 3% live on a Reserve.
4.0 An Inventory of Canada’s Métis Tourism Products

This chapter presents an inventory of Métis Tourism products both developed and developing. The inventory has been developed for each province. However, it should be recognized that Métis specific tourism products and themes span provincial boundaries and often relate to historic trade routes that predate the establishment of provincial boundaries.

4.1 – British Columbia

The subject of tourism in British Columbia is dominated by the 2010 Winter Games which includes the Olympic Winter Games (February, 2010) and the Paralympic Winter Games (March) that will be held at Vancouver and Whistler. As shown below the impact of these games and exposure to world markets is significant.

Of particular note for Aboriginal people, the goal of Vancouver 2010 is: “To achieve unprecedented Aboriginal participation – in planning and hosting of the games, by:

- identifying and maximizing opportunities for Aboriginal peoples
- celebrating the diversity, culture and contributions of Aboriginal people. (Lil’wat, Musqueam, Squamish and Tsleil-Waututh)

However, as the games are approaching, BC First Nations are using the Games as a public and international opportunity to press the BC government for more equitable resource sharing.
The four host First Nations, which include four British Columbia Bands, are responsible for showcasing First Nations, Inuit and Métis peoples, sharing the Winter Games. This includes the operation of the 8,000 square foot Aboriginal Pavilion that showcases Aboriginal art, business and culture from across Canada. This includes a multi-media presentation as well as special theme days and live events such as Métis jigging, Inuit throat singing, hoop dancing, as well as more contemporary Aboriginal performances. The Pavilion is located in Downtown Vancouver and will be in the heart of Olympic activities, directly across from the Vancouver Celebration Site. At present there are no plans for the ongoing (permanent) operation of the Pavilion after the Olympics. Given the site, this could present a business opportunity for Aboriginal investors.

Within British Columbia’s tourism industry, the Métis have a very limited presence. There is a scarcity of heritage assets and very few Métis owned tourism businesses. On the other hand, Aboriginal tourism is a major part of British Columbia’s tourism brand. Aboriginal tourism is one of British Columbia’s fastest growing tourism products. BC claims to have the highest diversity of First Nations in Canada with more than 50 First Nations. First Nations dominate BC’s Aboriginal tourism product offering. The Museum of Anthropology (Vancouver) has one of the largest collections of Aboriginal art and artifacts in the world. Other notable First Nations’ attractions include the Squamish Lil’wat Cultural Centre at Whistler and the Haida Heritage Centre located in the Queen Charlotte Islands. Nk’Mip Desert Cultural Centre located in the southern Okanagan is one of the best examples of successful First Nations businesses and economic development in North America. It includes an award for architectural design for its resort/culture centre and a winery (developed in partnership with Jackson-Twiggs).

A potential area of opportunity for the Métis is a “priority access” policy for crown land that has been established by the Government of British Columbia. This is somewhat like an Aboriginal set aside policy. In essence Aboriginal groups/businesses, including the Métis, have priority in gaining access to crown land. There are opportunities to establish campgrounds, resorts and other fixed roof accommodations. A Métis group could develop a partnership with non-Aboriginal companies to develop RV parks, hotels or resorts.

4.2 – Alberta

As noted previously, Alberta has the largest Métis population of any province in Canada. It also has the highest component of its Aboriginal population being of Métis origin. Alberta has an Aboriginal Tourism Guide that lists Métis attractions as well as other Aboriginal attractions. Alberta’s Métis population is close to 90% the size of Alberta’s North American Indian Ancestry population. Alberta’s Métis population is largely concentrated in the
north central part of Alberta and centred on Edmonton and the North Saskatchewan River. This is also where there is a high concentration of Métis heritage attractions and sites:

4.2.1 – Attractions and Sites

Primary Sites

• Métis Crossing:
  • The Métis Crossing is the flagship tourism project of the Métis Nation of Alberta (MNA). It is located 1.5 hours northeast of Edmonton. It is situated on a 512-acre property acquired by the MNA. The location is along the historic Victoria Trail which has over 6,000 years of history. This area, along with the Métis Crossing, has received a National Historic Site designation. It contains a 6,000-year-old campsite, linkages to the Hudson Bay Company. The fur trade and the opening of the West to Europeans. It grew into a large Métis community and a major stopping point along the Victoria Trail.
  • The development of Métis Crossing will be phased. It will feature:
    • Interpretive Centre
    • Conference Centre
    • Accommodation:
      • Campground and RV Park
      • Lodge
      • Tipis
      • Cabins
    • Events/Festivals
    • Equestrian Area
    • Recreated Fort
    • Demonstration Site
    • Walking Trails
    • Six Ziplines (in place now)

It has a current annual visitation level of about 4,000 visitors. Métis Crossing is a for-profit Métis Corporation. It currently has a proposal into the federal government’s economic stimulus program for $3.8 million to build an interpretive centre that would allow year-round operation.

The future development of Métis Crossing could form a hub and spoke tourist destination concept for the region. There are other Métis tourist and heritage attractions in the area such as the Victoria Trail, Victoria Settlement and Lac La Biche Mission as well as the North Saskatchewan River with linkages to the fur trade and Edmonton.
• **St. Albert** – St. Albert has a strong Métis connection including:
  - Alberta’s Oldest Building, the St. Albert Roman Catholic Mission which was constructed by Father Albert Lacombe and the Métis in 1861. Tours of the church and cemetery are available from May 15 to Labour Day.
  - Arts and Heritage Foundation of St. Albert – promotes visual arts and heritage:
    - Public Art Gallery
    - Musee Heritage Museum
  - Heritage Sites
    - Little White School
    - St. Albert Grain Elevator Park
    - River Lot #24
    - Métis Information Centre open year round
    - Michif Culture Centre
    - Preserves and protects the culture and heritage of the Métis within Alberta

• **Victoria Settlement Historic Site**
  - Victoria Settlement is located within the same areas of the Métis Crossing and the Victoria Trail.
  - Victoria Settlement was at one time a bustling Métis community located along the North Saskatchewan River. It is where the Reverend George McDougall founded a Methodist Mission in 1862. In 1864, the Hudson Bay Company opened Fort Victoria as a Trading Fort. (Close to Métis Crossing and is a National Historic Site).
  - Open from May 15 to Labour Day.

• **Fort George/Buckingham House**
  - Located near Elk Point, this site interprets two forts (Fort George and Buckingham House). These were two competitive fur trade posts.
  - Open May 15 to Labour Day.

• **Fort Chipewyan** – Alberta’s oldest settler community with over 200 years of history. Located on the northwestern tip of Lake Athabasca. Home to Métis, Cree and Dené.

• **Big Valley Hivernment** – Located in Big Valley Alberta, the site interprets primitive Métis Hivernment Camp including authentic Métis dress.
• **Lac La Biche Mission** – Over 150 years of history on display – Lac la Biche Mission was established in 1813. It is located within an hour of Métis Crossing.

• **Tail Creek Park** – Located just south of Nevis at Content Bridge (Highway #21) this 31-acre site at the end of the Red Deer River in the Stettler Region. In 1880s, this was the site of the largest Métis Settlement west of Winnipeg. The Métis Nation of Alberta offers tenting and RV sites from May to September 15.

**Secondary Sites**

• **Elk Island National Park** – Beaver Hills, located within Elk Island National Park, is a “shared” Aboriginal historic site that is significant to both the Métis and First Nations. A five-hour interpretive tour also interprets the arrival of Europeans, the fur trade and its impact on the lives of indigenous people and the control over resources. Elk Island experiences almost 200,000 person visits annually.


• **Rocky Mountain House National Historic Site** – Original fur trade post which was used by David Thompson as a base to find a pass across the Rocky Mountains. Interpretive Centre, gift shop, Bison herd nature trails. Open mid-may to early September with an estimated 10,000 person visits annually.

• **Fort Edmonton Park (Edmonton)** – Interpretation of 1850s fur trade at Hudson Bay Fort and Trading Post. Period interpretation 1846 – 1920s. Open Victoria Day to Labour Day.

• **Fort Smith Mission Park** – Northern Alberta Roman Catholic Mission – on a fur trade route.

• **Buffalo – General**
  • Alberta offers a number of Aboriginal experiences that are associated with buffalo and the activities of Alberta.
  • Buffalo adventures – Wainwright – Adventure Travel in east central Alberta.
  • Buffalo Nature Park Interpretive Centre, Exhibits and Buffalo Galley, Wainwright.
• Buffalo Nations Museum, Banff Interpretation of before and after contact between European and First Nations.
• Head-Smashed-In Buffalo Jump – UNISCO North Heritage Site – Located 90 miles south of Calgary – focused largely on the Plains Indian over 6,000 year history. This is a major Aboriginal tourism attraction.
• Wood Buffalo National Park – Located at the border between Alberta and the NWT. Largest park in Alberta – has the world’s largest free roaming self-regulated herd of Bison.

• **Grouard Native Cultural Arts Museum** at St. Bernard’s Museum (North Lake College)
  • Highlights the heritage of the Métis people plus fur trade history and missionaries.
  • Open year round except December.

• **Historic Dunvegan Provincial Park** – Restored 1878 Hudson Bay Company Factor’s House and one of Alberta’s earliest fur trade posts and missionary centres.

• **Kalyna Country Museum** – Located east of Edmonton, near the North Saskatchewan River – interprets Métis settlements in the region along with pioneers, First Nations and Cree.

• **Northern Life Museum** – Fort Smith – Includes parts of the NWT and North Alberta – Interprets traditional lifestyles and land activities of First Nations and Métis.

• **Slave River Portage and Rapids** – Key historic waterway for trade and access to the North. Located near Fort Fitzgerald.

• **Medicine Hat – Cypress Hills** – The Cypress Hills are significant to both First Nations and Métis history as well as to the early settlement of the West. The Cypress Hills Park straddles the southern Alberta/Saskatchewan borders.

4.2.2 – Events

• **Delia Michif – Annual Delia Michif Gathering** – event/interpretation of Métis history and genealogy.

• **Heinsburg Jamboree** – Located in Heinsburg – Five jamboree events from January to May
• **Métis Crossing** – Holds three events annually – Aboriginal Day, a Music Jamboree, and the Métis Crossing Voyage. Métis Jamborees are somewhat comparable to First Nations Pow Wows in that there is a Jamboree circuit. The John Arcand Fiddle Fest held in Saskatchewan is part of that circuit.

4.2.3 – Other

• **Kikino Silver Birch Resort** – The Kikino Silver Birch Resort is dedicated to a founding Father of the Federation of Métis Settlements, Adrian Hope. Located at Kikino Alberta, the resort includes:
  - Beach front furnished log cabin rentals
  - Camping sites
  - Boat/Paddle rentals
  - Picnic area and BBQ shelter
  - Boat launch
  - Excellent fishing for Pickerel, Pike and Whitefish
  - Hiking trails through the boreal forest

• **Casino/Resort Development** – In terms of other tourism infrastructure and attractions there appears to be virtually no direct Métis involvement in the hospitality/resort sector (with the exception of the Kikino Silver Birch Resort and Tail Park Creek) or in Casinos. First Nations have concluded a recent gaming agreement that has seen the development of five related new developments in Alberta located near Edmonton, Calgary, Whitecourt and Cold Lake. The River Cree Resort and Casino located near Edmonton is a large casino with 875 slots and is partnered with Marriot Hotels.

4.3 – Saskatchewan

Saskatchewan has followed Alberta’s lead with a fairly recent (2008) tourism publication of an Aboriginal Tourism Guide. The following presents an inventory of Saskatchewan Métis heritage and tourism sites and events. Saskatchewan is similar to Alberta in that the Métis population tends to be concentrated in the central and northern parts of the province with significant Métis populations located in the Prince Albert, Saskatoon and northwestern areas of the Province.
4.3.1 – Attractions and Sites

Primary Sites

Batoche
Batoche is a very significant part of Métis history in Canada. It is widely recognized as a pivotal event in the history of Canada, and for institutions such as the RCMP (formerly the NWMP). It precedes the formation of the province.

Batoche is scene of the last battle of the Northwest Rebellion as well as a significant Métis heritage site. Batoche is also a National Historic Site, managed by Parks Canada. It experiences between 15,000 and 20,000 person visits annually (approximately one-half are school tours. This includes the following heritage sites.

- **Batoche National Historic Site** – Site features archaeological remains of the village of Batoche, the church of St. Antoine de Padoue, rectory, Caron homestead, trenches used by Middleton's army and Métis rifle pits. Visitor Centre includes a museum and multi-media theatre show, cafe, gift shop, and food catering service.

- **Fish Creek/Tourond's Coulee**, including church at Fish Creek village and Middleton's encampment

- **Petite Ville** – Winter hivernement, predates settlements at Batoche.

More recently the Dizaines for Batoche Development Cooperative Ltd. was formed to create a mechanism for various groups to focus on infrastructure development, programming and promotion for the Batoche Region. The new cooperative, which includes Parks Canada representation on its Board, will lead a Batoche and area Future Development Project. It has received $464,000 in funding from various partners, including senior governments.

**City of Prince Albert**
The City of Prince Albert was incorporated as a town in 1885. It was originally the headquarters for the Métis and where the first meetings between Louis Riel and Gabriel Dumont took place. The Métis eventually moved their headquarters to Batoche. However, there has always been a strong linkage between Prince Albert, the Métis and Batoche. Proportionately, Prince Albert has the largest Métis population of any city in Canada.

**Duck Lake** – murals – outdoor historical gallery depicting regional history in larger than life form. Mural booklets available at Duck Lake Regional Interpretive Centre, rodeo, Regional Interpretive Centre with high-rise tower.

The Duck Lake Regional Interpretive Centre recently received $375,000 in funding. It tells the story of the 1885
Resistance from Métis, First Nations and pioneer perspectives.

**Battle of Duck Lake** – Historical cairn 3 km east of Duck Lake commemorating encounter between Métis (Dumont-led) and force of NWMP (Crozier-led) and area settlers from Fort Carlton.

**Fort Carlton Provincial Historic Park** – Fur trade provisioning post with reconstructed stockade and furnished buildings, circa 1860s; Plains Cree Indian encampment; Interpretive/guide staff, group programs, interpretive trails; Visitor Centre with fur trade displays and gift shop; picnic area, campsites.

**Secondary Sites**

**RCMP Heritage Centre and RCMP Training Academy**

There is a very strong connection between the RCMP (NWMP) and the Métis. Opened in 2007, the $40 million RCMP Heritage Centre, designed by Arthur Erickson, tells the story of the RCMP from its early years in the west (the Great March) to its current day role as a police and security force. The Museum has approximately 65,000 visitors annually. The site of the museum, Regina, is also prominent as it is where the trial and execution of Louis Riel took place after the 1885 Rebellion.

**Louis Riel Trail**

A key travel corridor in Saskatchewan starting at Prince Albert, linking Saskatoon and Regina and the
Qu’Appelle Valley, several Métis communities and historic sites, is the Louis Riel Trail. This includes signage that designates Highway #11 as the Louis Riel Trail. Future plans include twinning the highway from Saskatoon to Prince Albert.

**Marr Residence** is the oldest building in Saskatoon still standing on its original location. This simple two-storey frame house earned a special place in Canada's history; in 1885 it served as a field hospital for many victims of the Northwest Resistance.

**Mission Church and Old Blockhouse, Prince Albert** – The Mission Church, originally built in 1872 at the corner of 1st Avenue and 11th Street W., was the first Presbyterian church in Prince Albert. The old Blockhouse originated as a stable in the 1870s and was converted to a blockhouse during the 1885 Northwest Rebellion. External viewing only.

### 4.3.2 – Events

- **Back to Batoche** – The annual Back to Batoche Celebration is a rich and rewarding element of Métis culture and Métis experience. It provides opportunities for participation and education through hands-on cultural activities that embrace the entire community. The programming fulfills a need within the community to be accessible and inclusive of all Métis and non-Métis people. The 2010 Back to Batoche is expected to be a major event involving several Métis organizations including the MNC.

- **Duck Lake Rodeo** – This event has traditionally been associated with the Métis community in the area and provides a spotlight on their very proficient horsemanship.

- **Métis Events near Batoche** – Events are major tourism attractor and provide an opportunity to showcase the unique and distinct Métis culture. There are a number of major Métis-related events within 100 km of Batoche:
  - Métis Spring Fest – Saskatoon
  - Métis Fall Days – Prince Albert

- **John Arcand Fiddle Fest** – 4-day festival 117 km southwest of Saskatoon at Pike Lake. The 13th Annual Festival will be held in August. A major Métis cultural event with over 5,000 visitors.
• **“The Year of the Métis”** – The government of Saskatchewan (through the Lieutenant Governor of “The Year of the Métis”) has named 2010 as the “Year of the Métis”. It marks the 125th anniversary of the North West Resistance – 2010 is to be a year of commemoration, a year of celebration and a year of reconciliation for Métis citizens.

• **Trails of 1885** – The Trails of 1885 was established in 2008 to promote the 125th anniversary of various historical events that occurred in Manitoba, Saskatchewan and Alberta in that year. It is designed to link together sites and locations, festivals and events by the events of 1885 such as the Riel Rebellion. It is spread across the Prairie Provinces. The objective is to tell the “stories” of 1885 to visitors from around the world. It has received financial support from Western Economic Diversification, Saskatchewan Tourism, and Tourism, Parks, Culture and Sport. The Trails of 1885 is being promoted to the American Bus Association. A comprehensive marketing plan is being prepared along with a 2010 travel guide that will interpret the events of 1885 as well as 1870. It addresses both First Nations and Métis history and heritage.

4.3.3 – Other

• **Southern Saskatchewan** – Southern Saskatchewan also has some Métis heritage sites. The community of Willow Bunch (population of 500) has a strong Métis and Fransaskois influence. It was also home to the famed Willow Bunch Giant, Edouard Beaupré.

• **Casino/Resort Development** – Saskatchewan was the first province to negotiate an Aboriginal Gaming Framework. This gave rise to the Saskatchewan Indian Gaming Corporation (SIGA) which operates five casinos in Saskatchewan. SIGA is the largest Aboriginal employer in Canada. There is no direct Métis ownership or investment in Casinos. Further there is no Métis investment in resorts or hotel accommodation. There has been hotel/resort developments next to four casinos, including the highly successful Temple Gardens Mineral spa located in Moose Jaw. A hotel/resort development is being planned for SIGA’s Dakota Dunes Casino near Saskatoon. Casino Regina is one of the largest visitor attractions in Saskatchewan.

• **Proposed Métis Michif Television Network** – A Regina-based Métis film production company (Metcom Productions Inc.) has proposed the development of a separate Métis television network. The CRTC approved Metcom’s application to operate a new Métis Michif Television Network. Metcom is seeking the same mandatory carriage that APTN has (Section 9(1)(h) of the Broadcasting Act). However, Metcom has not yet
received the CRTC’s approval for mandatory carriage for the new network which would be critical to the operations of the new network. Without mandatory carriage the network would not be viable.

4.4 – Manitoba

In Manitoba, Métis population and heritage is largely centred in Winnipeg and St. Boniface. Winnipeg has the absolute largest urban Métis population in Canada. The Métis and Manitoba have strong ties. Louis Riel is regarded as the father of Manitoba. Unlike Saskatchewan or Alberta, Manitoba has not developed a separate Aboriginal Tourism Guide.

4.4.1 – Attractions and Sites

Primary Sites

St. Boniface

The community of St. Boniface itself is a major tourist attraction. One of the most significant landmarks in Winnipeg is the remains of the St. Boniface Cathedral. It is known as the French Quarter and has its own unique architectural style. It is the largest French-Canadian community west of Quebec. It has very special significance to Riel and the Métis. It houses a cluster of Métis heritage attractions which are described below.

St. Boniface was home to several significant Métis people in addition to Louis Riel. Joseph Royal, founder of Le Métis Newspaper in 1872, member of the earliest provincial cabinet and speaker from 1871-72 and author of the Bill to establish the University of Manitoba and its first Chancellor also lived in St. Boniface. Archbishop Tache was Archbishop of St. Boniface during the 1870s and 1880s. He had a substantial impact on the settlement of the area and its Métis population. He is buried in St. Boniface.

Other St. Boniface attractions include Métis murals, a theatre at the St. Boniface Cathedral and the St. Boniface Cemetery.
Riel House, St. Boniface
Louis Riel was born in St. Boniface. The family home in St. Boniface has been restored and is a National Historic Site. After Riel’s trial and hanging his body was returned to his family home before his burial in the St. Boniface Cathedral Cemetery.
Riel House National Historic Site is open to the public from mid-May to Labour Day. Annual attendance is approximately 5,000 person visits.

Saint Boniface Museum
The Saint Boniface Museum is housed within Winnipeg’s oldest building, the former Grey Nuns Convent built in 1844. It is an outstanding example of Red River frame construction, using no nails.
The museum is located in Saint Boniface, part of Winnipeg’s Riel district. The Museum houses a collection of French Canadian and Métis Heritage and is open to the public from March 21 to September 27. Museum visitation is around 17,000 visitors annually.

Upper Fort Garry – Heritage Park and Interpretation Centre
Upper Fort Garry was the administrative centre of Rupert’s Land. A massive mercantile empire stretching from the east of Hudson Bay, to the Arctic Ocean, to the Pacific Coast, it was located at the junction of the Red and Assiniboia Rivers in what is now present day Winnipeg. The site has been a meeting place for Aboriginal people for over 6,000 years. By 1810 both the Hudson Bay Company and the Northwest Company established trading posts at this site. These companies amalgamated and in 1836 it was decided to build Upper Fort Garry to house the new company, the Governor’s House, quarters for the HBC staff, trade store and fur storage building. The Fort also became the social centre for the Red River Valley. The Métis were experiencing tremendous growth at the time. In 1869 Rupert’s Land was transferred to the Canadian Government. The people of the Red River were never consulted and no assurances were given regarding their land titles, and this led to the rise of Louis Riel and eventually the Riel Rebellion itself.
With increasing settlement the power of the HBC began to diminish. By 1883 Upper Fort Garry began to be demolished until only the gate to the Fort remained which was gifted to the City of Winnipeg in 1897.
Today plans are underway to reclaim this important heritage site and to develop a world-class heritage park and interpretive centre that will include:

- Symbolic representation of the Fort and its buildings
- Interpretation of 19th Century life at Upper Fort Garry
- Outdoor gathering place
- Modern Interpretation Centre to house meeting facilities and exhibitions
- Over $10 million has been raised to date by the Friends of Upper Fort Garry.

**Lower Fort Garry – National Historic Site of Canada**

Located North of Winnipeg (about a 30-minute drive), on the Red River, Lower Fort Garry is the oldest stone fur trading post still intact in North America. It provides an interpretation (in period dress) of the mid 1880s and the early days of the Hudson Bay Company. It is also the site of the signing of Treaty #1.

The site is also accessible by boat.

The site is open from May 15 to September 7 and experiences annual person visits of 34,000.

**Norway House**

Norway House is located north of Lake Winnipeg on the banks of the Nelson River some 800 km from Winnipeg. It is the site of three former Hudson Bay trade structures established from 1837 to 1856. It is rich in Cree and Métis culture.

**Secondary Sites**

**The Forks**

The Forks is Winnipeg’s predominant tourist attraction located at the confluence of the Red and Assiniboia Rivers. It is celebrating its 20th anniversary. It continues to function as a key meeting place as it has for the last 6,000 years. Today it contains:

- The Forks Market (over 50 shops)
• Restaurants
• Manitoba Theatre for Young People
• Winnipeg International Children’s Festival
• Skate Park
• Esplanade Riel Bridge linking the Forks and the St. Boniface French Quarter
• The World’s largest Skating Rink
• Eventual Home to the Canadian Museum of Human Rights (currently under construction)
• Forks National Historic Site (Parks Canada)

Manitoba Museum – Located in Winnipeg, this museum is one of Manitoba’s most popular attractions with over 300,000 visitors annually. As one of its themes, it interprets the fur trade and the Hudson Bay Company which includes the Métis.

Manitoba Legislature – The Manitoba Legislature was actually controlled by the Métis in its initial 20 years from about 1870 to 1890.

Seven Oaks Memorial and Museum
In 1816, Governor Robert Semple and 20 Selkirk settlers were slain by rival traders of this Northwest Company. A memorial has been erected at this site. The Seven Oaks Museum is the oldest establishment in Manitoba. It was built in 1851. The Museum depicts life during the Red River Settlement of the 19th Century. Visitation is quite low as the hours of operation are limited.

St. Norbert
A Métis settlement since 1822, it was the centre of the early events connected with the Red River Resistance of 1869-70. The Métis, led by Louis Riel and supported by Father Noël Ritchot, decided to oppose the Canadian annexation of the West without prior consultation with the original inhabitants of the settlement. Near the church stands the Riel Ritchot monument, dedicated to the two men most responsible for the success of the resistance that led to the founding of Manitoba.
4.4.2 – Events

Festival du Voyageur – One of the best winter festivals in Canada. Based in Saint Boniface. Held February 12-21, 2010. Festival visitation is significant at an estimated 105,000 visitors. The main festival takes place in St., Boniface at Fort Gibraltar and Whittier Park, with satellite venues located in Winnipeg.

Manito Ahbee Festival Inc. – A major Aboriginal festival held in November in Winnipeg’s downtown MTS Centre. In 2009, it was coupled with the Aboriginal People’s Choice Awards. While First Nations dominate the event, one night is entirely devoted to the Métis.

4.4.3 – Other

- **Hudson Bay Company Archives** – The archives of the Hudson Bay Company are located in Winnipeg. The Hudson Bay Company had a strong linkage with the Métis, First Nations and the history of Western Canada, particularly around the fur trade and the early settlement of the west. The HBC compiled the first catalogue of its archives in 1796. For years, the company archives were maintained in London, England. In 1970, the company’s head office was transferred to Canada and in 1977 HBC placed its archives, on long-term loan, with the archives of Manitoba in Winnipeg. In 1993, the archives were officially donated to the Province of Manitoba and the HBC History Foundation was formed to support the preservation of the archives. In 2007, the HBC archives, spanning 250 years, received a UNESCO designation.

- **St. Boniface Historical Society** – Arguably more important than the Hudson Bay Archives, this Society (located in St. Boniface) houses Métis historical records. It is somewhat of a mecca for any one wanting to trace Métis roots/genealogy.

- **Casino/Resort Development** – Like Alberta and Saskatchewan, Manitoba Métis have no direct investment in casinos or major resorts. The Government of Manitoba also has a First Nations Gaming Agreement resulting in operation of four First Nations Casinos in Manitoba. Like Saskatchewan, the Government of Manitoba also operates its own casinos in Manitoba’s largest market, Winnipeg (Club Regent and the McPhillips Street Station Casinos). There is currently no casino in Downtown Winnipeg, which could present an opportunity.
• **Canadian Museum for Human Rights** – Another influencing factor regarding the development of tourism and heritage attractions in Winnipeg is the development of the Canadian Museum for Human Rights. This is a major attraction with a capital cost of close to $300 million, which will be located in the Forks area. It will be a national museum. As such there are concerns it will capture most of the future opportunities for government funding of Winnipeg and Manitoba heritage and tourism attractions.

• **Aboriginal People’s Television Network (APTN)** – With annual revenues of $36.8 million, APTN is headquartered in Winnipeg. It is the first national Aboriginal Television Network in the world. It was launched in 1999. Its origins stem from CRTC licensing the Television Network in Northern Canada. APTN is a mandatory (must carry) service available in approximately 10 million Canadian households and receives over $30 million in subscriber fees.

  While APTN’s focus is on First Nations, it also has programming dedicated to other Aboriginal groups such as the Métis. It provides a critical venue for the development of Aboriginal producers and Aboriginal cultural content. It is a major opportunity to present Aboriginal stories. It supports content providers who in turn also support Aboriginal heritage and tourism development.

4.5 – Ontario

Ontario has the second largest Métis population in Canada. Métis history in Ontario can be traced back to the fur trade and the Voyageurs who started out in Lachine, outside of Montreal, made their way through Ontario including travel to major forts along the way, and to the West as far as the Pacific Coast. Compared to the three prairie provinces, Métis tourism and heritage interpretation in Ontario is not as prominent.

4.5.1 – Attractions and Sites

• **Fort St. Joseph National Historic Site**

  Located in Northern Ontario’s Algoma Country, near Sault St. Marie, and on St. Joseph Island, the historical importance of this site is linked to the War of 1812. At the time, Fort St. Joseph was the most westerly British military post in Upper Canada. Its relationship to the Métis was the fur trade – Fort St. Joseph was a key link along the fur trade routes. The Fort was destroyed by the Americans in 1814 and today all that remains are ruins.
There is a modern interpretative and reception centre and the site is operated by Parks Canada from June 1st to mid October. Visitation to the site is fairly low at approximately 6,000 visitors annually.

- **Discovery Harbour – Pentetanguishene**

Discovery Harbour was a significant British naval and military base that was built largely because of the War of 1812. It was also a supply post to the Northwest and another important link to the Northwest. It contains replicas of historic ships and interprets life in the 1800s on Georgian Bay. It is located in a major Ontario tourist destination on Georgian Bay, Lake Huron.

The town of Pentetanguishene (population 10,000) is located near Discovery Harbour. The town and Discovery Harbour have strong ties to the fur trade, Quebec and the Métis. The area has a large Métis population. In fact, the Lake Simcoe area has one of the highest concentrations of Métis in Ontario. Métis culture is significant in the area.

- **Fort Temiskaming – Northern Ontario**

Fort Temiskaming was established in 1679 near the present day community of New Liskeard. The original fort was destroyed and a second Fort was built on Lake Temiskaming. It came under the control of the Hudson Bay Company. It became an important fur trade centre but was eventually abandoned by 1902. The area is located on the Quebec/Northern Ontario border and has a sizeable Métis population.

- **Fort William Historic Park**

Located near Thunder Bay, Fort William Historic Park is one of the best Aboriginal-themed tourism attractions in North American. Originally it was a key fur trade centre and headquarters of the Northwest Company. It has strong Métis influences. It is a recreation of the Fort and is considered a premier Northern Ontario tourism attraction. It is somewhat similar to Fortress Louisburg (visitation level – 100,000) National Historic Site. It maintains 42 buildings on a 25-acre site.

Aside from being an important historical attraction it is a multi-functional facility for hosting events. It has an annual visitation level that exceeds 100,000 annually. One event, Rock the Fort, was the largest outdoor music event ever staged in Northern Ontario, attracting 76,000 visitors and generating over $5 million in economic impact for the region.
The operation and marketing of the park is excellent. It also demonstrates its impact to the region through an economic impact statement. This is important in demonstrating the economic value of tourism in terms of employment, income and tax revenues to the region. It has one of the best web marketing sites for the tourism heritage attraction sector (see Message from the General Manager).

4.5.2 – Events

- **Métis Canoe Expedition** – This event follows the historical trade routes used by Métis Voyageurs. The expedition is from Thunder Bay to Batoche, arriving in Batoche for Back to Batoche Days. It is a 2,300 km journey involving seven Voyageurs. The cost of the expedition was approximately $200,000. This event is important in that it creates awareness about Métis Heritage and a source of pride for Métis people.

- **Métis Day – Discovery Harbour** – Métis Day is held annually at Discovery Harbour to celebrate the history, culture and lifestyle of Métis people who settled in the area.

- **Annual Penetagogishene Winterama** – The oldest winter carnival held in Ontario. Celebrates the region’s heritage including Métis heritage. Has been held for over 60 years.

4.5.3 – Other

- **University of Ottawa Chair in Métis Studies** – In 2008, the University of Ottawa was selected as the recipient of $3 million in financial support from the Government of Ontario for a Chair in Métis Studies. This Chair is to play a major role in advancing knowledge about the Métis Nation and its members in Ontario amongst non-Métis. The University of Ottawa will work with the Métis Nation of Ontario (MNO) to meet common goals and to provide exceptional educational opportunities for Métis peoples.

- **Casino/Resort Development** – As is the case with other provinces, there is no direct Métis involvement in Ontario’s gaming industry and tourist-destination casinos such as Casino Rama.
5.0 Tourism Market and Product Analysis

The foregoing chapter deals largely with an inventory of existing Métis tourism products. The inventory consists principally of Métis heritage attractions, festivals and events. The following sections deal with an analysis of market potential for Aboriginal-themed tourist attractions as well as a product analysis of cultural and heritage attractions and their operating characteristics.

5.1 – Market Assessment

A recent study commissioned by Aboriginal Business Canada prepared by PWC Consulting\(^{(1)}\) identified the market potential for Aboriginal tourism products. This included First Nations, Métis, Inuit and other Aboriginal groups. Aboriginal tourism products were defined as all tourism-related businesses that offer Aboriginal themed experiences from Aboriginal themed restaurants to museums to interpretive centres with significant Aboriginal content. A further study commissioned by the Canadian Tourism Commission examined markets in the UK, Germany and France for Aboriginal-themed tourism products.\(^{(2)}\)

5.1.1 – Canadian Travel Market

As shown in the following table, there is a potential travel market in Canada of just over 1 million people who would have an interest in visiting Aboriginal tourism attractions. Western Canada and Ontario represent the largest Canadian market opportunities.

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\(^{(1)}\) Alberta Aboriginal Tourism Products Opportunity Analysis – Industry Canada – Aboriginal Business Canada with Support from Alberta Economic Development.

\(^{(2)}\) Aboriginal Tourism Opportunities for Canada in UK, Germany and France, prepared by Insignia for the Canadian Tourism Commission.
<table>
<thead>
<tr>
<th>Region</th>
<th>Travel Market Population</th>
<th>Interest in Aboriginal Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Western Canada</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td>2,408,000</td>
<td>193,000</td>
</tr>
<tr>
<td>Alberta</td>
<td>1,702,000</td>
<td>102,000</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>574,000</td>
<td>34,000</td>
</tr>
<tr>
<td>Manitoba</td>
<td>653,000</td>
<td>65,000</td>
</tr>
<tr>
<td>NWT/Nunavut/Yukon</td>
<td>51,000</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Western Canada</strong></td>
<td>5,388,000</td>
<td>394,000</td>
</tr>
<tr>
<td><strong>Eastern Canada</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ontario</td>
<td>6,797,000</td>
<td>408,000</td>
</tr>
<tr>
<td>Quebec</td>
<td>4,393,000</td>
<td>220,000</td>
</tr>
<tr>
<td>Atlantic Canada</td>
<td>1,404,000</td>
<td>81,000</td>
</tr>
<tr>
<td><strong>Total Eastern Canada</strong></td>
<td>12,594,000</td>
<td>709,000</td>
</tr>
<tr>
<td><strong>Total Canada</strong></td>
<td>17,982,000</td>
<td>1,103,000</td>
</tr>
</tbody>
</table>
5.1.2 – U.S. Travel Market

As shown below, the U.S. travel market potential for Aboriginal tourism is almost twice as large as the Canadian market.

<table>
<thead>
<tr>
<th></th>
<th>Travel Market Population</th>
<th>Interest in Aboriginal Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Atlantic</td>
<td>32,766,000</td>
<td>3,277,000</td>
</tr>
<tr>
<td>East North Atlantic</td>
<td>29,233,000</td>
<td>2,339,000</td>
</tr>
<tr>
<td>Pacific</td>
<td>26,378,000</td>
<td>2,902,000</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>25,580,000</td>
<td>1,555,000</td>
</tr>
<tr>
<td>West South Central</td>
<td>18,324,000</td>
<td>1,832,000</td>
</tr>
<tr>
<td>West North Central</td>
<td>12,020,000</td>
<td>1,202,000</td>
</tr>
<tr>
<td>Mountain</td>
<td>10,747,000</td>
<td>1,397,000</td>
</tr>
<tr>
<td>East South Central</td>
<td>10,918,000</td>
<td>1,420,000</td>
</tr>
<tr>
<td>New England</td>
<td>8,558,000</td>
<td>685,000</td>
</tr>
<tr>
<td><strong>Total U.S.</strong></td>
<td><strong>174,524,000</strong></td>
<td><strong>16,609,000</strong></td>
</tr>
</tbody>
</table>

Unfortunately, the recent rise in the value of the Canadian dollar will have greatly reduced the opportunity to penetrate U.S. markets. Further, the rise in the dollar will also increase travel by Canadians to other countries. Like the Canadian manufacturing sector, a higher Canadian dollar has negative impact on Canada’s tourism industry.
5.1.3 – Overseas Travel Market

While smaller than the U.S. market, there is comparatively higher interest in Aboriginal tourism products in overseas markets such as Japan, the UK, Germany and Italy as shown in the following table.

<table>
<thead>
<tr>
<th>Travel Market Population</th>
<th>Interest in Aboriginal Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>26,128,000</td>
</tr>
<tr>
<td></td>
<td>1,045,000</td>
</tr>
<tr>
<td>U.K.</td>
<td>13,526,000</td>
</tr>
<tr>
<td></td>
<td>4,058,000</td>
</tr>
<tr>
<td>Germany</td>
<td>11,641,000</td>
</tr>
<tr>
<td></td>
<td>2,328,000</td>
</tr>
<tr>
<td>Italy</td>
<td>9,287,000</td>
</tr>
<tr>
<td></td>
<td>4,922,000</td>
</tr>
<tr>
<td>Netherlands</td>
<td>4,994,000</td>
</tr>
<tr>
<td></td>
<td>1,748,000</td>
</tr>
<tr>
<td>Australia</td>
<td>4,404,000</td>
</tr>
<tr>
<td></td>
<td>925,000</td>
</tr>
<tr>
<td>Taiwan</td>
<td>3,269,000</td>
</tr>
<tr>
<td></td>
<td>294,000</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2,491,000</td>
</tr>
<tr>
<td></td>
<td>1,121,000</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>2,418,000</td>
</tr>
<tr>
<td></td>
<td>532,000</td>
</tr>
<tr>
<td><strong>Total Overseas</strong></td>
<td><strong>78,158,000</strong></td>
</tr>
<tr>
<td></td>
<td><strong>16,973,000</strong></td>
</tr>
</tbody>
</table>

Regarding the UK and Germany, the Canadian Tourism Commission market study found that while there was considerable interest in Aboriginal culture and heritage, it was not a strong enough tourism product draw by itself for European tourist market. It was important that Canadian Aboriginal tourism products partner with other attractions/destinations as a value-add component of a trip to Canada or as part of a Canadian travel package.
The ability to successfully realize the market potential identified in these markets as well as the level of visitor expenditure impact will vary from province to province. Aboriginal tourism attractions in Ontario will have more success in capturing Ontario travellers given the closeness of that market compared to British Columbia. Closeness to major international airports is a major factor in capturing overseas travel. For most of Canada and the U.S. rubber tire travel is by far the largest travel market segment.

On an individual provincial level, the following table presents an example of the potential visitor expenditure that Aboriginal attractions in Alberta could realize.

<table>
<thead>
<tr>
<th>Table 4 – Potential Visitor Expenditure for Alberta Aboriginal Tourism Products</th>
<th>Visitor Expenditures (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Canada</td>
<td>$ 46.1</td>
</tr>
<tr>
<td>Eastern Canada</td>
<td>29.1</td>
</tr>
<tr>
<td>U.S.</td>
<td>448.4</td>
</tr>
<tr>
<td>Overseas</td>
<td>12.4</td>
</tr>
<tr>
<td>Total</td>
<td>$ 536.0</td>
</tr>
</tbody>
</table>

As noted previously, given the rising value of the Canadian dollar, the U.S. market potential for Aboriginal tourism products would have declined considerably. At the same time, the Western Canadian market potential for Aboriginal tourism products is considerable at $46.1 million. At present, Métis attractions and tourist businesses would be capturing a very small portion of this identified tourist market potential.

5.1.4 – Current Status of Tourism Marketing Initiatives

While there is considerable market potential for Aboriginal tourism experiences, there appears to only be limited and uncoordinated marketing initiatives. Nationally, Aboriginal Tourism Canada appears to be no longer functioning as a national Aboriginal tourism development and marketing agency.
There is very limited marketing of Métis attractions. At the same time both Alberta and Saskatchewan have launched Aboriginal tourism guides. However, the success of these marketing guides is unknown and in some cases Métis attractions are not even aware of their existence.

There is no interprovincial cooperation regarding the marketing of Métis heritage and cultural products. Métis heritage is very interconnected which would be well suited to pan-western (Ontario to British Columbia marketing initiatives). The Trails of 1885 pilot marketing project has found considerable interest in bus tour markets looking for Aboriginal cultural and heritage experiences. An ongoing marketing collaboration centred on Aboriginal heritage and culture would be a good vehicle to coordinate an efficient approach to product marketing.

Exploration would be an excellent base-theme for marketing Métis tourism. The Métis were an integral part of Canada’s early exploration and settlement. A marketing strategy could be built around exploring Métis heritage and Canadian history. This would not only attract government support but also private sector participation from sponsors such as the Hudson Bay Company, whose history is also clearly linked to the Métis.

5.2 – Product Assessment

Heritage and Cultural Tourism Attractions Require Ongoing Subsidization

Funding the development and operation of Métis tourism attractions such as museums or interpretive centres will be a major challenge. In general, museums and heritage sites are not profit centres. Museums cost a lot of money to develop and to operate. The following table provides an overview of revenues and expenses for heritage institutions in Canada.
As shown in this table, heritage institutions can barely cover their operating costs. In most cases, admissions, gift shop and food and beverage revenues are not sufficient to cover operating expenses. Government grants as well as endowments and other operating arrangements are critical to the ongoing financial viability of heritage institutions in Canada.
The Federal Government is a Major Funder of Canadian Culture, But Most of That Funding Goes to Ontario and Quebec

The following table displays all government expenditures on culture in Canada and by province. This includes government expenditures on libraries, which is predominantly funded by municipal governments, heritage resources such as museums, parks and sites and on the arts, broadcasting, film and video production and other cultural activities.

<table>
<thead>
<tr>
<th>Level of Government</th>
<th>Total Gross Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>3,712,273</td>
</tr>
<tr>
<td>Provincial/Territorial</td>
<td>2,557,398</td>
</tr>
<tr>
<td>Municipal (1)</td>
<td>2,385,237</td>
</tr>
<tr>
<td>Other(2)</td>
<td>275,164</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>8,654,998 (3)</td>
</tr>
</tbody>
</table>

Table 6 – Government Expenditures on Culture, by Province or Territory and Level of Government, 2006/2007
As shown in this table, the Government of Canada is a big player in Canadian culture, accounting for 43% of total government expenditure on culture. However, 70% of that expenditure goes to Ontario and Quebec. Ottawa and Toronto would account for a significant amount of federal expenditure in Ontario. There are four national museums located in Ottawa, all fully-funded by the Government of Canada.

Outside of Ontario and Quebec, it is difficult to acquire significant federal funding support. Manitoba is somewhat of an exception. With a population comparable to Saskatchewan, Manitoba captures almost twice the level of federal expenditure that Saskatchewan receives. This will likely continue as the new Canadian Museum of Human Rights located in Winnipeg is the first national museum to be located outside Ottawa. The estimated capital cost of the museum is $300 million and it will have an annual operating cost of close to $25 million when it opens in 2012. As is the case of other national museums, the Government of Canada will fund the operating costs for the Human Rights Museum on a continuing basis.

Securing federal funding for Métis culture and heritage projects will continue to be a challenge given the patterns of federal culture expenditure to date. It would require not only a stellar national-scope project proposal, but highly targeted lobbying and stakeholder support.
In Regard to Government Operating Support, Museums and Parks Look to Provincial Governments, While the Arts, Film and Video and Other Cultural Sectors Look to the Federal Government for Financial Support

For most culture and heritage institutions, the biggest challenges are operational. Finding capital to build a heritage facility is one thing but the bigger challenge will always be operating sustainability. The following table describes government operating support for various types of cultural facilities in Canada.

<table>
<thead>
<tr>
<th>Table 7 – Government Operating Support for Various Cultural Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
</tr>
<tr>
<td>(in $ millions)</td>
</tr>
<tr>
<td>Libraries</td>
</tr>
<tr>
<td>Heritage Resources</td>
</tr>
<tr>
<td>Arts and Culture</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Given this, Métis tourism products such as museums, historic sites or interpretive centres would find better operating support through provincial partners than through the federal government. However in the case of the arts, broadcasting or film and video production, the federal government would be a somewhat stronger partner.

**Aboriginal Themed Tourist Attractions Face a Number of Operational Challenges and Barriers**

These observations are taken from Aboriginal Business Canada, Alberta Tourism Product Opportunity Study referred to previously. They would apply to Aboriginal tourism product development in other provinces, as well as Métis tourism products.
Project Funding
• Limited funding or access to capital.
• Limited awareness of funding sources.
• Limited knowledge of business plan needed to obtain funding.

Marketing and Awareness
• Lack of strong and coordinated marketing for Aboriginal tourism.
• Weak promotional coordination and industry support.
• Labour Force Development – Lack of qualified people and Aboriginal-based tourism training.
• Need to increase education and training in tourism and small business management and service the tourism industry.

Market Readiness
• Few Aboriginal tourism products are market ready and even fewer are export ready.
• Need to develop market-ready and authenticity standards.

Governance Issues
• Separation of business and politics
• Effective partnering

Only One Métis Tourism Product Was Identified as Part of an Aboriginal Cultural Tourism Experience
The Canadian Tourism Commission, in partnership with the Aboriginal Tourism Canada, developed a list of 28 Aboriginal culture tourist experiences that would be marketed internationally as a Canadian Aboriginal culture tourism experience. As shown in the list below, the only Métis attraction identified was Batoche.
Table 8 – Canada’s Significant 28 Aboriginal Cultural Tourism Experiences as Identified by the Canadian Tourism Commission (CTC) in partnership with Aboriginal Tourism Canada (ATC)

<table>
<thead>
<tr>
<th>Region</th>
<th>Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic Canada</td>
<td>• Miawpukek Annual Pow Wow, Conne River, NL</td>
</tr>
<tr>
<td></td>
<td>• Kejimkujik National Park and National Historic site of Canada, Annapolis County, NS</td>
</tr>
<tr>
<td></td>
<td>• Metepenagiag Heritage Park, Red Bank, NB</td>
</tr>
<tr>
<td>Quebec</td>
<td>• Destination Wendat from Wendake (Quebec), Wendake, QC</td>
</tr>
<tr>
<td></td>
<td>• Destination Innu from Essipit (Côte Nord), Les Escoumins, QC</td>
</tr>
<tr>
<td></td>
<td>• Destination Algonquin from Pikogan (Abitibi-Témiscamingue), Pikogan, QC</td>
</tr>
<tr>
<td>Northern Canada</td>
<td>• Cruise North Expeditions, Canadian Arctic</td>
</tr>
<tr>
<td></td>
<td>• Nunavik Arctic Survival Training Centre, Puvirnituq, QC</td>
</tr>
<tr>
<td></td>
<td>• Bathurst Inlet Lodge, Bathurst Inlet, Nunavut</td>
</tr>
<tr>
<td></td>
<td>• Aurora Village, Yellowknife, NWT</td>
</tr>
<tr>
<td></td>
<td>• Great Giver Journey Inc., Whitehorse, YK</td>
</tr>
<tr>
<td>Ontario</td>
<td>• Aboriginal Experiences, Ottawa, ON</td>
</tr>
<tr>
<td></td>
<td>• Great Spirit Circle Trail, Manitoulin Island – Sagamok Region, ON</td>
</tr>
<tr>
<td></td>
<td>• Canadian Cultural Tours, Kenora, ON</td>
</tr>
<tr>
<td></td>
<td>• Temagami Anishnabai Tipi Camp, Bear Island Lake, Temagami, ON</td>
</tr>
<tr>
<td></td>
<td>• Cree Village Ecolodge, Moose Factory, ON</td>
</tr>
<tr>
<td>Manitoba</td>
<td>• Manito Ahbee – Festival for All Nations and Bannock Point, Winnipeg, MB</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>• Wanuskewin Heritage Park, 7 kms north of Saskatoon, SK</td>
</tr>
<tr>
<td></td>
<td>• Batoche National Historic Site of Canada, near Rosthern, SK</td>
</tr>
<tr>
<td>Alberta</td>
<td>• Blackfoot Crossing Historical Park, one hour east of Calgary, AB</td>
</tr>
<tr>
<td></td>
<td>• Nakoda Lodge and Conference Centre, near Morley, AB</td>
</tr>
<tr>
<td></td>
<td>• Head-Smashed-In Buffalo Jump, near Fort MacLeod, AB</td>
</tr>
<tr>
<td>British Columbia</td>
<td>• Haida Heritage Centre at Kaay Lingaay, Skidegate, BC</td>
</tr>
<tr>
<td></td>
<td>• NK’MIP Resort, Osoyoos, BC</td>
</tr>
<tr>
<td></td>
<td>• Quw’utsun Cultural and Conference Centre, Duncan, BC</td>
</tr>
<tr>
<td></td>
<td>• Aboriginal Journeys, Campbell River, BC</td>
</tr>
<tr>
<td></td>
<td>• St.-Eugene Golf Resort-Casino and the Ktunaxa Nation Interpretative Centre, Cranbrook, BC</td>
</tr>
<tr>
<td></td>
<td>• Squamish Lil’wat Cultural Centre, Whistler, BC</td>
</tr>
</tbody>
</table>

See Appendix A for a complete description of these Aboriginal tourism products.
Few Métis Tourism Products Have High Tourist Visitation Volumes

At present, only two Métis tourism products experience an annual visitation of over 50,000 visitors – Festival du Voyageur and Fort William Historic Park. Even nationally recognized heritage attractions such as Batoche have relatively low visitation levels at 15,000 to 20,000 visitors annually. However, some development initiatives are underway for attractions such as Batoche and Métis Crossing.

It Will Be Critical to Clearly Identify the Key Objectives for Developing Métis Tourism – To Create Successful Business Investments or to Develop and Interpret Métis Culture and Heritage for Tourist Markets

The objectives of building successful business investments and creating employment and income opportunities often contradict one another. This continues to be an issue in many Aboriginal communities when considering economic development programs and strategies. Long-term success for community economic development comes from creating viable business entities. A goal of creating employment is really a social objective. Further, sustainable employment is often created through education and training programs and not through job creation programs.

In the case of tourism, the development of heritage attractions such as Métis museums or interpretive centres should not be considered as business investments. First of all, they are almost invariably poor investments from the point of view of return on investment. Rather, they should be viewed not as business investments, but as investments in the preservation and interpretation of Métis heritage and culture. This should be the primary objective and, as such, receive the community and government support they need to become viable institutions.

Cultural and heritage investments can create business investment opportunities for tourist services and infrastructure such as hotels in the accommodation, food and beverage sectors.

The tourist industry does offer business investment opportunities but that they are not often found in the development and operation of heritage attractions. Some of the best tourist business opportunities are casinos, hotels, resorts, transportation companies and tourist businesses that service major tourist attractions or major tourist destination centres or regions. Casinos are major tourism attractions and are often very profitable. In fact, profits generated by some casinos operated by government or as part of approved gaming frameworks, go to support community development. This is the case with the Saskatchewan Gaming Corporation where profits from its Moose Jaw and Regina casinos, go to a Community Initiatives Fund as well as to a fund that provides loans for the development of viable Métis business entrepreneurs (Clarence Campeau Development Fund).
6.0 Recommended Framework for a Métis Tourism Strategy

6.1 – Overview of Current Development Environment

Clearly there is a market for Aboriginal tourism products. As indicated previously, market is not an issue for Métis tourism development. Rather, the impediments to developing a viable Métis tourism sector are mainly related to product development, operational delivery and marketing:

- Only a small number of Métis heritage attractions have reasonably large tourism volumes (i.e., over 50,000 visitors annually).
- Capital and operating support for Métis tourism products is very limited.
- Few Métis tourism products could be described as being profitable.
- Most Métis tourism products are not market-ready.
- There is no interprovincial coordination in marketing Métis tourism experiences.
- There is no national vision or “Brand” for Métis tourism experiences.

6.2 – Framework

A framework for a Métis Tourism Strategy needs to address these challenges. This framework is written from a national perspective. It would form the basis as to what role the MNC would take in regard to the Strategy’s development and implementation of a strategic framework for Métis tourism development.
6.2.1 – Key Pillars

There are four key pillars to be developed within a strategic framework for a Métis tourism strategy:

- Creation of a National Métis Cultural and Heritage Institution
- Strategic Tourist Investments
- Product Development
- Market Development

While these are separate pillars within the framework, they are all interconnected. Each pillar cannot be successful on a stand-alone basis.

The framework that is recommended, while in some cases will result in immediate action, the focus and outcomes of the Strategy are longer term. It is about laying a foundation for a vibrant and sustainable Métis tourism industry.

6.2.2 – Create a National Métis Cultural and Heritage Institution

There is a need to develop a “flagship” institution for Métis culture and heritage. There is currently no such body. As a result, Métis culture and heritage is largely regional in nature. There is a need to develop a national “brand” for Métis culture and heritage. This would be critical in creating market awareness. It would also be fundamental to Métis tourism product and market development.

It is recommended that the MNC pursue the development of a Métis Television Network. Such a network would be similar to the Aboriginal Peoples Television Network (APTN). A Saskatchewan-based Métis production company, Metcom Productions, has been pursuing the concept of a Métis Michif Television Network for a number of years. CRTC approval is required for a network launch.

This is a major venture. APTN has $36 million in annual revenues and employs over 100 people. The basis for this business model is a must-carry designation. In other words, compelling arguments need to be made that all cable companies must carry a new Métis network, as they do with APTN, and as a result provide a guaranteed source of revenue for the network.
The development of a Métis television network will face a number of barriers from financing, to objections from existing cable owners and TV networks. APTN will argue that it is already providing a vehicle for M étis culture and heritage. However, having said that, a strong “needs” analysis, a sound business plan and key partners could provide a compelling argument for a new M étis television network.

There is a high degree of interest in this idea. It could provide a critical component to a national strategy to promote interest in M étis heritage and culture, which would then form the basis for a M étis tourism strategy. It is a long-term solution for the sustainable development of M étis heritage and tourism. It provides a key vehicle for the development of M étis history and stories. It would facilitate national brand awareness for M étis culture and heritage. It would support the ongoing operation of M étis heritage and cultural attractions.

6.2.3 – Strategic Tourism Investments

As described in the chapter dealing with the inventory of M étis tourism products, there are a number of M étis tourism products with varying degrees of visitation, investment and organization. Not every attraction can be supported to the same degree. It would simply dilute the overall level of support. All jurisdictions face this issue. Eventually, strategic decisions have to be made concerning investments in tourism products.

As noted previously, it is important to recognize what is the primary objective for investing in the development of M étis tourism to: preserve and promote M étis culture and heritage or to make a return on investment. Most successful Aboriginal economic development models are built on investing in viable business enterprises that can create profits which can then be used for such purposes as support for the preservation and development of culture and heritage.

Similarly, in the case of MNC, it has to focus on investment opportunities that can create profits and dividends that support M étis tourism development. The MNC needs to make strategic investments in viable business undertakings that are profitable and sustainable. However, the MNC will have to create a separate vehicle such as an economic development corporation to pursue strategic investment opportunities. Further, the MNC should look at the Harvard Governance Model that separates business from politics.
One of the first strategic investment opportunities that a new MNC economic development corporation would pursue would be the creation of a National Métis Television Network. This investment can be both profitable as well as a source of revenue (through profits) to support Métis culture and heritage. Further, it will also provide programming opportunities to develop artistic content.

While coming to the party a little late, there may still be opportunities to invest in casinos. While not everyone is ethically or morally onside with casinos, they can be major tourist attractions as well as one of the more profitable forms of tourism investment. Unfortunately, the Métis have not benefited greatly from the growth in casino gaming in Canada. Alberta is a case in point. In Alberta, North American Indians account for 51% (97,000 people) of that province’s Aboriginal population, while the Métis account for 46% (85,000 people). In fact, Alberta has the highest Métis population of any province in Canada as shown in the previous chapter profiling Canada’s Métis population. However, the Métis have been virtually shut out of Alberta’s gaming industry while other private (non-government) and First Nations investors have been granted casino licenses.

A casino can provide sustainable profit generation. It can also be themed around Aboriginal content and culture as SIGA has done in Saskatchewan as well as a number of Aboriginal casinos in the United States. They often create opportunities for investments in accommodation, food and beverage services as well as entertainment.

A new Métis economic development corporation could undertake a market gap analyses to assess where there are market opportunities to establish new casino developments. There could be potential opportunities in the Edmonton-Fort McMurray area. Previously, Winnipeg was noted as a potential opportunity. In Manitoba, the Métis account for 41% of that province’s Aboriginal population. In the city of Winnipeg, there are almost twice as many Métis as there are First Nations citizens. A partnership could be struck with a major hotel chain regarding a potential investment partner.

The foregoing are the types of investment opportunities that a Métis economic development corporation could pursue as strategic investments in the tourism sector that could generate long-term returns to support the ongoing development and marketing of Métis tourism experiences.
6.2.4 – Product Development

As noted previously, there are a number of challenges facing the development of Métis tourism products. The previous pillars will have some impact on product development. However, other partners and sources of revenue will have to be found to support ongoing product development and operation. This includes the preparation of funding proposals to federal and provincial governments.

In general, Métis tourism products presented in this document is the first time that such an inventory has been undertaken. While there is a base of Métis tourist attractions, realistically the development of a Métis tourism industry is at its early stage in building tourism markets.

A key component in the development of Métis tourism products is to adopt a set of standards for authenticity and market readiness. This would ensure a high degree of product integrity for the development and marketing of a Métis “brand” tourism experience. The following are taken from a draft set of National Market Ready and Authenticity Standards for Aboriginal Cultural Tourism (see Appendix 2 for the full report).

Authenticity Standards

To be considered an authentic Métis Cultural Tourism experience, the operation must:

- Be at least 51% owned and/or controlled by Métis people, communities or organizations
- Demonstrate that the community whose culture is profiled benefit from the business operations in a significant and meaningful way
- Ensure that the cultural/heritage messages (including both content and programming) are developed and delivered by the Métis group portrayed or under their direction and control.
- Take a community driven approach to ensure that appropriate measures to ensure that protected sites and activities are both identified by the communities and protected from tourism activities by the businesses.

Market Ready Tourism Operations

To be considered a market-ready tourism product, the operation must:

- Have been in business for a minimum of two years
• Be accessible to clients 24 hours a day, 365 days a year by phone, fax, web or email. A policy should ensure that messages are returned within 24 hours during standard business days.

• Offer a QUALITY tourism experience and product that can be assessed or qualified through visitor, trade or tourism association feedback.

• Be able to guarantee both price and capacity 12 to 18 months in advance.

• Produce promotional materials that present the product, price, dates, key reasons to visit and published rates.

• Demonstrate that frontline and management staff have the necessary training, ability and skills to deliver a quality tourism experience.

• Meet all local health and safety standards, including adequate liability insurance.

• Offer a tourism product that meets the provincial/industry or sector basic tour product standards (i.e., accommodations, food and beverage, transportation, etc.).

**Export Ready Tourism Operations**

In addition to the above market-ready standards, if a Métis tourism business is interested in working with travel trade and international markets, they must:

• Offer a commissionable pricing structure (of 10 to 30%) that reflects the various levels of trade partners.

• Work in collaboration and partnership with their local industry partners and associations (such as RATA, local DMO and province)

• Have experience in hosting familiarization tours for travel writers and tour operators.

• Have a marketing plan targeting their perspective markets.

In addition to the foregoing, it is recommended that a more detailed analysis be undertaken of the funding of Métis heritage attractions. Government funding is critical to the development and operation of heritage and cultural institutions.
At present there is only global data, as referenced earlier for heritage/cultural funding in Canada. While there are categories for funding at the national, provincial and municipal levels, there is currently no data regarding the funding of Aboriginal cultural and heritage institutions and programs. Statistics Canada should be approached to develop an additional category regarding government funding for Aboriginal culture and heritage institutions and activities by Aboriginal origin (i.e., North American Indian, Métis, etc.). It is strongly suspected that Aboriginal cultural and heritage institutions are significantly underfunded relative to non-Aboriginal institutions.

6.2.5 – Market Development

Unfortunately, at this time, Canada does not seem to have a national Aboriginal tourism organization. As mentioned previously, Aboriginal Tourism Canada (ATC) appears to be not functioning as an organization. The organization’s Ottawa office appears to have closed. ATC’s mission was “to enhance, develop and provide tourism opportunities in Canada through public and private partnerships and through initiatives that contribute to the socio-economic and cultural well-being of Aboriginal peoples”.

ATC identified that Canadian Aboriginal tourism generated $300 million in annual revenue in 2002. It had forecast that Aboriginal tourism receipts could grow to $2.7 billion. ATC was working with the Canadian Tourism Commission (CTC) in promoting a Canadian Aboriginal tourism experience. Further, it was working on standards and certification for Aboriginal tourism products as well as a code of ethics.

Given the lack of a national or even regional Aboriginal tourism organization and coordination, a Métis tourism marketing organization should be developed to work with national, provincial and other Aboriginal tourism organizations. As noted earlier, there should be a much higher degree of collaboration between Métis tourist attractions on an interprovincial basis. There needs to be better communication between attractions in terms of developing tour routes and marketing campaigns. Initiatives such as the Trails of 1885 need to be evaluated as to how a collaborative campaign can be developed and coordinated on an ongoing basis.
Appendix A – Canada’s Significant 28 Aboriginal Cultural Tourism Experiences

Canadian Tourism Commission Vignettes Canada’s significant 28 Aboriginal Cultural Tourism Experiences as Identified by the Canadian Tourism Commission (CTC) in partnership with the Aboriginal Tourism Canada (ATC)

Atlantic Canada

• **Miawpukek Annual Pow Wow**, Conne River, NL – Spiritual leaders and elders welcome you to three invigorating days of drumming, chanting, traditional dancing, sacred ceremonies, feasts, traditional foods and fine displays of handmade Mi’kmaq arts and crafts.

• **Kejimkujik National Park and National Historic site of Canada**, Annapolis County, NS – Lush forests and island-studded lakes greet visitors to this imposing inland wilderness. For over 4500 years, Aboriginal people have canoed these rivers and lakes, hunting, fishing and camping along the shores.

• **Metepenagiag Heritage Park**, Red Bank, NB – New Brunswick’s oldest village is found where Little Southwest and the Northwest Miramichi River meet. Listen to the stories of Mi’kmaq Elders, see historic Mi’kmaq ceramic pottery, follow interpretive trails, tour exhibits, view the multimedia presentation, go camping or visit the Mi’kmaq boutique.
Quebec

• **Destination Wendat from Wendake (Quebec)**, Wendake, QC – Discover the historical and modern life of the Huron-Wendat through dance, stories and legends, native games, and outdoor pursuits.

• **Destination Innu from Essipit (Côte Nord)**, Les Escoumins, QC – On the majestic north shore of the Gulf of St. Lawrence, you’ll find a vast landscape of steep cliffs, forests, beaches, fishing lakes and the ever-alluring sea. This is the home of the Innu from Essipit; a community renown for its vitality and hospitality. The Innu Essipit offer abundant outdoor adventure with an awakening to traditional Innu arts, history and culture.

• **Destination Algonquin from Pikogan (Abitibi-Témiscamingue)**, Pikogan, QC – The Harricana River is not just a transportation route but a historic and cultural current flowing between communities. In the past, the semi-nomadic Anishinabe travelled the river by birch bark canoe, stopping to hunt, trap and fish.

Northern Canada

• **Cruise North Expeditions**, Canadian Arctic – To truly experience the Arctic is to understand the Inuit belief that everything in nature embodies the spirit of life. Lost in the arctic dreamscape, you’ll feel the Inuit spirit come to life.

• **Nunavik Arctic Survival Training Centre**, Puvirnituq, QC – Nunavik is a vast span of wild tundra, mountains roaring rivers and ice-blue lakes. Here, in the world’s toughest proving ground, a rare adventure awaits you.

• **Bathurst Inlet Lodge**, Bathurst Inlet, Nunavut – Beyond the reach of all roads, world famous Bathurst Inlet Lodge is found 48 kms north of the Arctic Circle in the untouched Arctic Tundra. Although some modern ways have crept into their lives, Bathurst Inlet Inuit still live in the old ways, hunting caribou, fishing and trapping.

• **Aurora Village**, Yellowknife NWT – View the world’s greatest light show from the best seat on earth. To the Inuit of Hudson Bay, the aurora borealis were heavenly torches guiding spirits through the domed sky to the heavens. What will you see when the magnificent midnight skies shimmer?
Ontario

• **Aboriginal Experiences**, Ottawa, ON – Known by the Algonquin people as Kichi Sibi, the Ottawa River was named for the First Nations traders who made it their highway to the east. On the shores of this historic waterway you can touch, feel and taste the living culture of Canada’s First Peoples on Victoria Island.

• **Great Spirit Circle Trail**, Manitoulin Island – Sagamok Region, ON – Manitoulin Island is the largest freshwater island in the world with 108 inland lakes, tranquil forests, and breathtaking cliffs. You haven’t experienced Manitoulin Island and the Sagamok region of Northeastern Ontario until you’ve seen it through the eyes of its original inhabitants—the Ojibwe, Odawa and Pottawatomi.

• **Canadian Cultural Tours**, Kenora, ON – Imagine paddling a historic canoe route as the early morning mist rises from the lake. With each stroke, you enter further into Ojibway world and Lake of the Woods, a famous waterway with over 165,000 miles (265,542 km) of shoreline.

• **Temagami Anishnabai Tipi Camp**, Bear Island Lake, Temagami, ON – Trees touch sky in Temagami, an area celebrated for its pristine wilderness and stunning canoe routes. Here you’ll find the world’s last old growth pine forests and feel the healing spirit of over 6,000 years of Temagami Anishnabai cultural heritage.

• **Cree Village Ecolodge**, Moose Factory, ON – The first Indigenous owned ecolodge in North America, this modern marvel of ecological sustainability is surrounded by the Canadian sub-Arctic and steeped in Cree culture and history.

Manitoba

• **Manito Ahbee – Festival for All Nations and Bannock Point**, Winnipeg, MB – Hearts beat faster during this Festival for All Nations. Ten days of music, art, dance and cultural celebration bring communities to their feet during the Manito Ahbee Festival highlight.
Saskatchewan

- **Wanuskewin Heritage Park**, 7 kms north of Saskatoon, SK – For more than 6,000 years, the Northern Plains peoples have gathered to worship and celebrate, hunt and take shelter on these southern Saskatchewan prairie lands. Here, you can join their circle of life—a symbol with no beginning and no end—by following looping trails to ancient campsites, bison kill sites, tipi rings, and a medicine wheel.

- **Batoche National Historic Site of Canada**, near Rosthern, SK – A walk through the Batoche National Historic Site takes you through hundreds of years of Métis and First Nations settlement and the site of a historic battleground.

Alberta

- **Blackfoot Crossing Historical Park**, one hour east of Calgary, AB – Return to a time when millions of prairie buffalo roamed hill and valley. When medicine wheels, tipi rings, buffalo jumps and pictographs marked the proud heritage of the Blackfoot people.

- **Nakoda Lodge and Conference Centre**, near Morley, AB – Once the Stoney people moved with the rhythm of the seasons, but today, the Stoney Nakoda Nation remain deeply connected to the land. Nestled near secluded woodlands, Nakoda Lodge overlooks Chief Hector Lake and the Rocky Mountains, offering rustic charm and an unforgettable entry into Nakoda history and culture.

- **Head-Smashed-In Buffalo Jump**, near Fort MacLeod, AB – Some 60 million buffalo roamed the Great Plains at the time of European arrival in North America. Head-Smashed-In Buffalo Jump, a UNESCO World Heritage Site, is the world’s oldest, largest and best preserved buffalo jump. Discover the prehistoric life of the Blackfoot people and the buffalo hunt so critical to their survival.

British Columbia

- **Haida Heritage Centre at Kaay Lingaay**, Skidegate, BC – The Haida invite you to experience life touched by land, sea and the spirit world. In a place of mythic beauty, ancient red cedars, remote beaches and weathered totems evoke at least 12,000 years of living Haida culture.
• **NK’MIP Resort**, Osoyoos, BC – First Nations traditions meet luxury living in a desert landscape. Maybe you’ll smell wild sage in the desert air, or taste the last cherry notes of a 2004 Merlot. No matter where you start NK’MIP Resort awakens all your senses.

• **Quw’utsun Cultural and Conference Centre**, Duncan, BC – In a land warmed by sun, friendly Aboriginal interpreters share the legends of the Cowichan People and Coast Salish tribes at the Quw’utsun Cultural Centre.

• **Aboriginal Journeys**, Campbell River, BC – Aboriginal Journeys takes you through the world’s most beautiful coastal areas to experience dramatic wildlife viewing and intriguing local First Nations culture.

• **St.-Eugene Golf Resort-Casino and the Ktunaxa Nation Interpretative Centre**, Cranbrook, BC – A resort framed by the Kootenay Rockies and 10,000 years of Ktunaxa history, the Ktunaxa Nation Interpretation Centre depicts its People’s rich history, mythology and legacy as keepers of the land.

• **Squamish Lil’wat Cultural Centre**, Whistler, BC – Come share the living cultures of the Squamish and Lil’wat people at the new Squamish Lil’wat Cultural Centre and take an epic journey where rivers, mountains and people meet.

• **Great River Journey Inc.**, Whitehorse, YK – For thousands of years the Yukon River has shaped First Nations culture and history. The Great River Journey is a unique geotour – a river safari – that takes visitors deep into Yukon wilderness and provides contact with First Nations culture and heritage.
Appendix B – National Authenticity and Market Ready Standards for Aboriginal Cultural Tourism

Draft/Working Copy:
National Authenticity and Market Ready Standards for Aboriginal Cultural Tourism
National Market Ready and Authenticity Standards

Please note that these standards are a “draft/working” copy, and based on the assessment document that follows. The assessment document was designed to be implemented by industry partners to evaluate a tourism product’s market-readiness and authenticity.

Aboriginal Tourism Definition

Aboriginal Tourism is defined as all tourism business owned, operated and controlled by First Nations Métis or Inuit peoples who can demonstrate a connection and responsibility to the local community and traditional territory where the business resides. Aboriginal Cultural Tourism meets the above criteria and a significant portion of their experience incorporates an Aboriginal cultural experience in a manner that is appropriate, respectful and true to the Aboriginal culture being portrayed.

Authenticity Standards

To be considered an authentic Aboriginal Cultural Tourism experience, the operation must:

- Be at least 51% owned and/or controlled by Aboriginal people, communities or organizations (First Nations, Métis or Inuit)
- Demonstrate that the community whose culture is profiled benefit from the business operations in a significant and meaningful way
- Ensure that the cultural messages (including both content and programming) are developed and delivered by the Aboriginal group portrayed or under their direction and control.
- Take a community driven approach to ensure that appropriate measures to ensure that the sacred or protected sites and activities are both identified by the communities and protected from tourism activities by the businesses.
Market Ready Tourism Operations

To be considered a market-ready tourism product, the operation must:

- Have been in business for a minimum of two years.
- Be accessible to clients 24 hours a day, 365 days a year by phone, fax, web or email. A policy should ensure that messages are returned within 24 hours during standard business days.
- Offer a QUALITY tourism experience and product that can be assessed or qualified through visitor, trade or tourism association feedback.
- Be able to guarantee both price and capacity 12 to 18 months in advance.
- Produce promotional materials that present the product, price, dates, key reasons to visit and published rates.
- Demonstrate that front line and management staff have the necessary training, ability and skills to deliver a quality tourism experience.
- Meet all local health and safety standards, including adequate liability insurance.
- Offer a tourism product that meets the provincial/industry or sector basic tour product standards (i.e., accommodations, food and beverage, transportation etc)

Export Ready Tourism Operations

In addition to the above market-ready standards, if the tourism business is interested in working with travel trade and international markets, they must:

- Offer a commissionable pricing structure (of 10 to 30%) that reflects the various levels of trade partners.
- Work in collaboration and partnership with their local industry partners and associations (such as RATA, local DMO and province)
- Have experience in hosting familiarization tours for travel writers and tour operators.
- Have a marketing plan targeting their perspective markets.
Background

It is important to understand that the balance of industry partners (both in Canada and internationally) expect a quality tourism experience first and foremost. The internationally recognized industry standards which apply to any tourism product working with international markets are incorporated within these standards. However within our industry, it is equally important to address the unique aspects of culture and community before being considered a “market-ready” Aboriginal cultural tourism product.

The primary two aspects of ACT we will address with these standards include:

- **Cultural Authenticity and Sustainability**
  
  This issue is at the very heart of our industry. To be considered a “market-ready” aboriginal cultural tourism product partners must demonstrate that they present an accurate and authentic cultural tourism experience in a way that is culturally and environmentally sustainable.

- **Market-Readiness and Export-Readiness**
  
  The term “market ready” represents Aboriginal tourism businesses who can ensure a consistent product delivery to meet their intended target markets needs. Aboriginal tourism partners must be aware of and address these international standards when working with the balance of tourism industry.
Cultural Authenticity

As culture belongs to the community and its people, it has been expressed time and time again that it is extremely important to the Aboriginal communities of Canada that we ensure that we protect it for future generations. All tourism products that share our culture should be developed, delivered and supportive of the community it represents. With the diversity of Aboriginal cultures in Canada, it is impossible to determine what is “appropriate” to share, as something may be appropriate in one community and not be in another. The section of the document will help to determine that the cultural experience your business offers is acceptable by the “keepers of the Culture…the nation and its people”.

Today ACT experiences must find a balance between offering an experience that has wide tourism appeal, while remaining true to the past and present culture of their community. There are three key elements to consider in offering a culturally authentic tourism product that is “market-ready”.

- The participation of and meaningful benefit to the Aboriginal people and community
- The portrayal of local customs and culture in an appropriate manner
- The control and delivery of the appropriate message about the community past and present
- The connection to the community portrayed; that is reflected in a responsibility to that community.

The following checklist is a tool to be implemented by industry partners to ensure that all ACT businesses are meeting a standardized authenticity and market ready criteria.

Mandatory requirements

The following checklist will help to identify if the ACT business meets the criteria to be considered an authentic ACT experience.

Is the business at least 51% owned by Aboriginal individuals or Aboriginally-controlled organizations such as Bands and Tribal Councils?

☐ Yes  ☐ No  ☐ N/A
If the tourism product is not a business (such as a national/provincial park) it is still imperative that the community being portrayed has control over the initiative for it to be considered an authentic ACT product. This would include final say in the programming and a defined decision making process that the community are part of and/or co-management agreements. Does the initiative meet those criteria? (outline in which ways)

□ Yes □ No □ N/A

Was the cultural content of all interpretation materials developed under the direction of Aboriginal people who are descendant of the culture being interpreted?

□ Yes □ No □ N/A

Was the cultural content approved by the appropriate “keepers of the culture”? Who are they? How was it approved?

□ Yes □ No □ N/A

Do they provide opportunities for visitors to interact face to face with Aboriginal people such as artisans, craftspeople, artists, storytellers, or entertainers who originate from the culture being presented?

□ Yes □ No □ N/A

Can the cultural interpreters and presenters demonstrate suitable experience, knowledge or formal training related to the local culture that they are sharing?

□ Yes □ No □ N/A

Are they aware of what sites and activities are deemed inappropriate for tourism purposes by their community? Do they ensure that guests are not exposed to or informed of these?

□ Yes □ No □ N/A
Have they undertaken measures to protect and preserve the sensitive cultural activities and places in and around the site from visitors? What are they? This may be through a guest orientation program, fencing off sensitive areas, erecting signs, and staff training, as well as other enforcement activities.

☐ Yes  ☐ No  ☐ N/A

Is the local Aboriginal community aware of and generally supportive of the tourism initiative?

☐ Yes  ☐ No  ☐ N/A

Do they invite or welcome community input and feedback on the cultural programming and delivery?

☐ Yes  ☐ No  ☐ N/A

Does the business impact the community’s culture and economic self-reliance in a positive way? How does the community benefit? (i.e., jobs, suppliers, investment, etc)

☐ Yes  ☐ No  ☐ N/A

_________________________________________________________________________

How do they minimize negative impacts on daily life for the community and environment? (*i.e., code of conduct, clear signage, environmentally sound practices etc)

_________________________________________________________________________

If applicable, are the Aboriginal historical and contemporary events portrayed from the Aboriginal perspective?

☐ Yes  ☐ No  ☐ N/A
Best Practices

To ensure a sustainable ACT industry, the following are some best practices that help to protect authenticity but are not mandatory in each and every case. Taking a look at the full picture of the best practices will help determine where the cultural experience falls on the scale of authenticity and cultural immersion.

Community Support and Enhancement

Are the guests provided with an outline of what to expect from their Aboriginal experience and what is considered acceptable behavior and etiquette while on site?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Do visitors have access to materials that explain the host Aboriginal culture and community? These materials may be guidebooks, pamphlets, brochures, videos, website, compact discs, books or other materials.

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

What percentage of the management positions are held by Aboriginal people? Do they represent the majority (over 51%) of the management team?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Program Delivery

Are the majority (over 51%) of front line staff who meet the customer face to face of Aboriginal descent?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Are visitors exposed to local Aboriginal languages in the business? Is there inclusion of Aboriginal language in items such as greetings, signage, printed materials, and other means of communication?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>
Whenever possible, have they incorporated Aboriginal décor, dress, architecture and design throughout the business?

□ Yes □ No □ N/A

Do the visitors have an opportunity to purchase Aboriginal arts and crafts that are reflective of local cultures? Are they designed and created by Aboriginal artists?

□ Yes □ No □ N/A

Do they have or offer traditional Aboriginal foods on site? Yes No N/A

Are there displays, signage or exhibits that foster an understanding of Aboriginal people and their cultures?

□ Yes □ No □ N/A

How do they provide and share information on culture?

Cultural Displays or Exhibits □ Yes □ No □ N/A
Informational Signage □ Yes □ No □ N/A
Guided Tours □ Yes □ No □ N/A
Self Guided Tours (with audio or written support) □ Yes □ No □ N/A
Storytelling □ Yes □ No □ N/A
Audio/Visual presentations □ Yes □ No □ N/A
Pre-tour briefings □ Yes □ No □ N/A
Lectures □ Yes □ No □ N/A
Teaching Circles □ Yes □ No □ N/A
Printed Documents □ Yes □ No □ N/A
Cultural performances □ Yes □ No □ N/A
Arts/crafts workshops □ Yes □ No □ N/A
Interactive opportunities With hosts (discussions/q & a) □ Yes □ No □ N/A
Cultural demonstrations □ Yes □ No □ N/A
Sampling of traditional foods □ Yes □ No □ N/A
Cultural themed accommodations □ Yes □ No □ N/A
Opportunity to visit contemporary Community □ Yes □ No □ N/A

Other (list) ____________________________________________
_____________________________________________________
_____________________________________________________

If all mandatory requirements are met, then the best practices are evaluated to determine the level of authentic cultural immersion offered. With the scale ranging from 1 (reflecting very little culture shared) to 100 (full cultural immersion) where would their experience fall?

Defining “Market Ready” and “Export Ready”

Market Ready

Aboriginal tourism businesses must first and foremost offer a quality tourism product that would be accepted by markets, with or without the cultural element. Aboriginal cultural tourism is in itself a unique product, but with a growing industry of Aboriginal Tourism, it is not enough just to be an “Aboriginal” tourism product, visitors are looking for a unique experience, that they cannot have anywhere else. However, they are also expecting the experience to meet the basic industry standards for that sector.

Export Ready

Travel Trade means many things to many people in the tourism industry. A simple definition is: ‘people and companies that resell travel product to the visitor that they have bought and/or reserved from other parties’. Travel trade is the distribution network for travel and although considered for the group or bus markets, but it is also used extensively for small group and individual travel. Selling through the travel trade adds a new dimension to any tourism business as they will sign contractual agreements with partners. Many international countries have strict laws that protect travelers. This checklist has been developed to help partners determine if the product in question is ready to be promoted internationally to travel trade, making it “export-ready” by industry standards.
The travel trade can be an effective sales and distribution channel for your business because they have greater access to national and international markets and will sell on your behalf. For this reason, it is important to recognize that their commission structure covers the cost of their sales efforts that the supplier will not have to incur. To meet the mandatory requirements as an “export-ready” tourism product the business must demonstrate a commitment to support the efforts of their trade partners through their everyday business practice.
Market-Ready Checklists

Mandatory Requirements

As we outlined in the first section, Aboriginal cultural tourism has their own unique set of standards that apply directly to the authentic development and delivery of the cultural experience. However, any Aboriginally-owned and managed business in the tourism sector must meet the industry-wide standards to be considered “market ready”. This section takes us beyond the cultural aspect into the basics of operating a quality and consistent tourism product that meets industry standards.

Program and Operations

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has the organization been in business for a minimum of two years?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can the business be reached 24-hours a day, 365 days a year by website, phone, fax or e-mail? (not to directly speak to someone but to access information and leave messages, send bookings etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do they return messages within 24 hours during standard business hours? Is this an operational policy?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do they have a web page where both public can obtain information?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the product/facility offer a quality experience to visitors?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How do they know that it is a quality experience?

<table>
<thead>
<tr>
<th>Method</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in visitors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Repeat Visitation</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Direct Feedback (letters, emails)</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Guest books (comments)</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Visitor Feedback Forms</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Visitor /Customer Surveys</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>External/Independent Review</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Industry accreditation and standards</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Industry support and partnerships</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Industry awards and recognition</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Other:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Do they have alternate plans if there is inclement weather? Or a community emergency? This is particularly important for outdoor, adventure and winter-based experiences. What are they?

☐ Yes       ☐ No       ☐ N/A
Pricing

Do they have promotional material that presents the product, the price, dates and key reasons to visit?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Group Tour Business (where applicable)

Do they have the capacity to host group tours? If so, what size of group?

<table>
<thead>
<tr>
<th>Groups up to 15 pax</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groups of 15 to 30 pax</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Groups of 30 to 50 pax</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Groups larger than 50 pax</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Is the site/product easily accessible for visitors?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Is there enough parking for coaches? (with turnaround room?)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Is there enough washrooms for Groups (47 people, if pursuing motor coach)? Find out capacity requirements for 25/50/day/100/+

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Partnerships – EXPORT READY

Do they have a pricing structure with published rates that allows for commissions, net rates and other discounts that support industry partners at the various levels? (a minimum of 10% to 30%.)

□ Yes □ No □ N/A

Can they guarantee both price and capacity 12 to 18 months ahead of arrival?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>
Appendix B – National Authenticity and Market Ready Standards for Aboriginal Cultural Tourism

Is the operation set up to generate invoices on a regular basis? Are they able to cover operating costs until paid by trade?

☐ Yes    ☐ No    ☐ N/A

Has the tourism product been successfully market-tested by a similar group and/or industry association that understands the needs of the end market?

☐ Yes    ☐ No    ☐ N/A

Does the tourism operation have a detailed Marketing Plan dedicated to the overseas markets?  

Yes    No    N/A

Does the organization support and encourage site/operation inspection by trade partners?  

Yes    No    N/A

Does management have autonomy to make business decisions as required to work with trade partners (i.e., negotiate rates, travel trade contracts etc)?

☐ Yes    ☐ No    ☐ N/A

Travel trade assumes the risk for delivering what is advertised. Is the business prepared to provide exactly what was promised – lakeside rooms, four course meal, live performance etc.?

☐ Yes    ☐ No    ☐ N/A

Health and Safety

The safety of clients is imperative to all visitors (as it should be to the business!)

Are Government/Public health and sanitation standards continually satisfied?  

Yes    No    N/A

Are facilities frequently and regularly cleaned? The frequency of cleaning the facilities should be appropriate to the type of facilities and that of your competitors.

☐ Yes    ☐ No    ☐ N/A

Is the business licensed to operate with an up-to-date government license? Although some business may be operating in a territory where federal, provincial, or territorial jurisdiction does not apply, it is good idea to ensure the business at least meets these licensing standards, giving customers a level of security and comfort.

☐ Yes    ☐ No    ☐ N/A
Do they have suitable business and liability insurance coverage for the business?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Do they have a risk management plan for emergency operations?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

**Best Practices**

While they do not necessarily need to answer all questions positively to be considered “market ready” they should at least consider each of the points to determine if that is something their potential trade partners and visitors will be expecting. This following Best Practices checklist will help to create a realistic portrayal for your trade partners.

**Program and Operations**

Do the seasons and hours of operation match the demand from visitors?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Do they encourage customer feedback to assess customer satisfaction with visitors?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Is there a way for employees to share and discuss the feedback received from guests with management on a timely basis?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Is there a system for handling customer comments and concerns- for example, comment cards, suggestion boxes and website feedback forms?  

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>
Human Resources

Do they have a Human Resources plan?  □ Yes □ No □ N/A

Are front line staff trained in hospitality? Yes No N/A

Are staff trained on any of the following? The more training they have in these fields, the better equipped they will be to respond to your guest and business needs?

<table>
<thead>
<tr>
<th>Training Area</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handling customer concerns</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone /reservation etiquette</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting and greeting customers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer safety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aboriginal arts, culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Aid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Host! Superhost or frontline</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Sensitivity for Guests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (list) ___________________________________________________________________</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Is management actively involved in the broader tourism industry? (Involvement may be through membership in regional tourism organizations, attending tourism industry functions, sponsoring industry activities, or participating in volunteer initiatives)

□ Yes □ No □ N/A

Are employees encouraged to obtain training in occupational skills? (i.e., CTHRC) Yes No N/A

What training and certification do the business and employees have? Does it meet the mainstream industry partners’ certification levels?

□ Yes □ No □ N/A
Partnerships /Export Readiness

Is interpretation and programming regularly available in foreign languages? (reflective of current visitors and those markets they wish to attract) Please list the languages that you can provide services in:

□ Yes □ No □ N/A

__________________________________________
__________________________________________

Do they have experience hosting familiarization (fam) tours for:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel writers?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tour operators?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tour wholesalers?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do they know who coordinates fam tours for their region and how to get involved?  

Yes No N/A

<table>
<thead>
<tr>
<th>Do they encourage and collect feedback from travel trade partners?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

Can they provide suitable sales collateral (high resolution images, detailed descriptions for sales and marketing tools, lures, DVDs, etc? Please list.

Yes No N/A

__________________________________________
__________________________________________

Have they already partnered at a local level... by joining efforts of local DMO or industry association (like RATAS or mainstream)?

Yes No N/A

Can they provide all-inclusive prices (which include all taxes and gratuities ) when requested?  

Yes No N/A

<table>
<thead>
<tr>
<th>Are they able to accept tickets/vouchers directly from the client?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Are they able to accept block bookings by tour operators?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
</table>
Do they have marketing materials that are appropriate for the target market in terms of language and appropriate images, colours and packages?

☐ Yes  ☐ No  ☐ N/A

Are they willing to share customer surveys and evaluation with their partners?  Yes  No  N/A

Can they be flexible with some procedures to accommodate tour operator requests?  Yes  No  N/A

Are they willing to provide travel trade with space/services peak season in order to get their support when needed in the shoulder season?

☐ Yes  ☐ No  ☐ N/A

Travel trade may take two to three years or more to deliver new clients to your operation. Are they willing to invest in a relationship with travel trade for the long run?

☐ Yes  ☐ No  ☐ N/A

Travel trade may bring their clients (in-market agents and other partners) on site for a tour. Are they willing to showcase the experience whenever your travel trade partners make a request, during both peak and low seasons?

☐ Yes  ☐ No  ☐ N/A
Checklist by Tourism Sector for FIT/Group Tours

The list below provides a brief overview of features that tour operators typically seek from their partners that are specific to your sector of the industry. Those that are only applicable to group tour business and export-readiness are marked ☀

**Accommodation (hotel/motel)**

- Location is central to shopping/attractions/on the way to other sites.
- Breakfast provided or available on site
- Food and beverage available or provided
- Greeting and farewell service
- Luggage and porter service (for hotels)
- Comfortable basics provided /available for tipi camps, etc
- Willingness to work with rooming lists ☀
- Minimum of 25 rooms to accommodate one group ☀
- Lobby space to amply accommodate group arrivals ☀
- Separate check-in areas for groups ☀
- Driver room rate ☀
- One complimentary room for every 15 rooms sold ☀

**Attraction (includes cultural and heritage attractions)**

- Good washroom facilities - clean, large
- Food Service and/or areas on site for coffee break/light lunch
- Attraction visit between 1½ to 2 hours
- Offer a range of activities or programs? Guided tours?
- Group meeting place with seats available prior to departure ☀
- Separate group entrance ☀
- Complimentary policy for driver and escort ☀
- Sufficient washroom capacity to accommodate groups ☀
- Parking for motorcoach ☀
Food & Beverage

☐ Offer either a set menu or choice of meal to suit the needs of the group? (i.e. a choice of beef or chicken or other special needs/requests) ☼
☐ Is there sufficient capacity for groups up to 48? ☼
☐ Can they accommodate group in separate dining area? ☼
☐ Prompt service – can they serve lunch in less than one hour?
☐ Sufficient washroom capacity to accommodate groups ☼
☐ Parking for motorcoach ☼
☐ Attractive setting – view/décor
☐ Close to highway and other attractions.
☐ Complimentary policy for driver and escort ☼

Retail

Gift and/or commission available for driver/escort ☼
If necessary, can they issue separate bills for individual visitors? ☼
Are refreshments and washrooms available in order to make the stop a combined coffee/shopping break?
Can you offer a group discount/coupon? ☼

Transportation

Air conditioned if being used in summer season.
Well maintained/new equipment with no mechanical problems.
Public address system or microphone available ☼
Fleet size to accommodate range of needs.
Washroom on board motorcoach? ☼
Flexible, patient, friendly drivers.
Outdoor Adventure

Up to date government licenses and appropriate liability insurance
Canoe /guide training i.e. ORCA Training (Ontario Canoe Recreational Association)
Appropriate lifesaving, water and first aid skills/training
Clean, recent equipment and supplies
Boats and motors in good working order
Appropriate food and sanitation practices for location
Outfitting and camping equipment required is outlined and/or provided
Packaged with appropriate transportation, accommodations and food service

Powwows and Events

Guaranteed event dates, one year prior
Year round contact for event
Carry appropriate liability and event insurance
Visitor guidelines/etiquette available
Appropriate food and washrooms available
Greeted by host with introduction and familiarization ☼
Motor coach parking ☼
Group packages, pricing and programs ☼
Acknowledgements

First we must acknowledge the talented industry leaders from across Canada who have contributed their vast knowledge to the Aboriginal Cultures, Tourism and Communities Forums over the past three years. Their valuable feedback and direction helped to shape this manual as a document that is national in scope but defined and developed from a regional perspective. While most Regional Aboriginal Tourism Tourism Associations (RATAS) shared similar bylaws and operating principles that helped to ensure authentic and professional standards in their respective region, it was becoming critical to help define national standard that could be utilized in future initiatives. The document that follows is a working copy, to be used for discussion purposes by this above group in establishing National Standards that will define an authentic and market ready Aboriginal cultural tourism experience. To help create this working document, ATASO have taken concepts, excerpts and guidance from each our identified regional partners and resources.

- “Aboriginal Cultural Tourism Checklist for Success” by Aboriginal Tourism Team Canada, (ATTC, now ATC) created by Beverley O’Neil, O’Neil Marketing and Consulting.
- AtBC’s “Aboriginal Cultural Tourism Blueprint Strategy for BC” created by Aboriginal Tourism British Columbia (AtBC) in 2005.
- “Canadian National Aboriginal Cultural Tourism Accreditation DRAFT Workbook” developed in 1998 by ATTC and created by AtBC.
- “Market-Ready” The NWT Tourism Handbook created by NorthWest Territories Tourism.
- Ontario Tourism’s “Packaging Handbook” created by the Tourism Company in 2000.
- Ontario Tourism’s “Selling through the Travel Trade” A handbook for tourism suppliers created by the Tourism Company in 2001.
- Regional Aboriginal Tourism Associations Bylaws (AtBC, NONTA, ATASO, STAQ)
- Cree Outfitting and Tourism Association Bylaws, Membership and Industry Standards.
- Yukon First Nations Tourism Guiding Principals.