

# Aboriginal Cultural Experiences

National  
Guidelines





# Aboriginal Cultural Experiences: National Guidelines

1	Background.....	pg.3
2	Authenticity.....	pg.8
	Recommended Protocols.....	pg.8
	Best Practices.....	pg.10
	Community Support & Enhancement.....	pg.11
	Program Delivery.....	pg.11
3	Market Ready.....	pg.14
	Market Ready.....	pg.15
	Export Ready.....	pg.21
4	Self Assessment Guide.....	pg.35
	Authenticity Standards.....	pg.36
	Market Ready.....	pg.37
	Export Ready.....	pg.38
5	Case Study.....	pg.40
6	Acknowledgements.....	pg.45
7	Glossary.....	pg.47
8	Resources.....	pg.50

# Introduction

Visitors today are looking for an authentic and quality Aboriginal cultural tourism experience. Our Ancestors have shared our culture with visitors to our traditional territories since time immemorial, closely guided by their community values of respect, honour and integrity. To succeed, our industry needs to respect those same values. It makes for an "authentic" experience for our visitor, while helping to ensure that our future generations have that same opportunity.

All Aboriginally-owned and managed business in the tourism sector must meet the industry-wide standards to be considered "market ready". By claiming you are "market ready" you are stating that the quality and consistency of your experience is of high standard and will be delivered at the same level each and every time.

# Purpose

The intent of this guide is to inspire excellence in Aboriginal cultural tourism (ACT) experiences across Canada.

These National guidelines are YOUR tool to help you to develop and deliver a "market ready" and authentic ACT product. The guide contains valuable information, checklists and best practices.

A self-assessment using this guide will help you to develop, deliver and price an authentic Aboriginal tourism experience - making you more competitive and successful. It will also help you improve the quality of the visitor experience - which will result in more visitors and growth for your tourism experience.



# Defining Aboriginal Cultural Tourism Experiences

The Aboriginal Tourism Marketing Circle (ATMC) has endorsed the following definitions, as they resulted from a previous National consultation of industry, Elders and community. ATMC recognizes that each nation, culture or community can chose to adopt or adapt these definitions to reflect their needs.

**Aboriginal Tourism** is defined as all tourism businesses majority owned, operated and/or controlled by First Nations, Métis or Inuit peoples that can demonstrate a connection and responsibility to the local Aboriginal community and traditional territory where the operation resides.

**Aboriginal Cultural Tourism** meets the Aboriginal tourism criteria (above) and in addition; a significant portion of the experience incorporates Aboriginal culture in a manner that is appropriate, respectful and true to the Aboriginal culture being portrayed. The authenticity is ensured through the active involvement of Aboriginal people in the development and delivery of the experience.

**Aboriginal Cultural Experiences** offer the visitor a cultural experience in a manner that is appropriate, respectful and true to the Aboriginal culture being portrayed.

For all other tourism definitions used throughout this guide; please consult the glossary.



# *What do Market Ready and Export Ready really mean?*

The Market Ready Standards have been broken down into two categories of “readiness” to ensure that you understand the target market you are currently able to attract and serve and what you may require to move to the next market.

**Market Ready:** Refers to businesses or experiences that have all their licenses, permits and insurance in place in order to operate legally. The business or experience also meets or exceeds industry expectations for their sector, communicates with potential visitors year-round, and is ready to accept advanced reservations.

**Export Ready:** Refers to a business or experience that meets all of the above criteria and also is prepared to market and partner with travel trade distribution sales channels. This includes understanding commission and net rate pricing plus agreeing to trade bookings and cancellation policies. Your tourism experience should be adapted to the interests, language and expectations of the International market you will pursue.

## *What is the value of being Market Ready?*

For a tourism product or experience to be considered “market ready” it must meet the internationally recognized industry standards which apply to any tourism product (Aboriginal or not). You will find similar versions of these market ready standards used by almost all Provinces and Territories to help identify which experiences they promote within International markets. However, within our industry of Aboriginal cultural tourism, it is equally important to protect the authenticity of the experience.

When starting or expanding an Aboriginal tourism business or creating an Aboriginal cultural experience, it is important to understand that the balance of industry partners and your guests expect a quality tourism experience first and foremost. Aboriginal cultural tourism provides the visitors with a unique experience that they can not have anywhere else in the world yet that is not enough. Your visitors and your partners are expecting that experience to meet the industry standards and deliver the same quality of experience each and every time.

This guide will identify what you can do to become “Market Ready” and how some communities ensure the “Authenticity” of the experience. The checklist, outlines both industry expectations (standards) and best practices which can be used to help complete a self-assessment of your experience. The assessment, can identify areas of strength and weaknesses as well as areas of growth and improvement if you do not yet meet these industry expectations.

# Cultural Authenticity

As culture truly belongs to the community and its people, it is important to ensure the culture is protected for future generations. All tourism products that share our culture should be developed and delivered in a way that supports the community it represents. With the diversity of Aboriginal cultures across Canada, it is impossible to determine what is "appropriate" to share, as something may be appropriate in one community and not be in another.

ATMC supports the authority of each community, to determine their own cultural protocols and boundaries and recognizes all of the diverse values and beliefs of our First Nations, Métis and Inuit members. This guide will help you to ensure that cultural protocols are followed so that everyone can be comfortable that the experience you offer is authentic and supported by the "keepers of the Culture...the nation and its people".

Today Aboriginal cultural tourism 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 FIVE key things to consider in defining a culturally authentic tourism experience. All of the following checklists within this section will help you to answer the following questions.



Can I demonstrate the participation of and meaningful benefit to the Aboriginal people and community?

Is all of my Aboriginal cultural content done in an appropriate, respectful manner that follows all local protocols?

Does the Aboriginal community being portrayed have control over the content of the cultural programming?

Can I demonstrate a connection to the community portrayed that reflects a responsibility to that community?

Is the community involved in the delivery of the cultural programming to the visitor?



# Authenticity

## Recommended Protocols

Our ancestors have shared our culture with visitors to our traditional territories since time immemorial, closely guided by their community values of respect, honour and integrity. The only way for our industry to succeed is to continue following those guiding principles when we develop and deliver Aboriginal cultural tourism experiences. It not only makes for an authentic experience for our visitors but also helps to ensure that our future generations have that same opportunity.

The below are considered “recommended protocols” for your tourism experience to be considered an AUTHENTIC Aboriginal experience. ATMC supports the authority of each community, to determine their own cultural protocols and boundaries and recognizes all of the diverse values and beliefs of our First Nations, Métis and Inuit members.

If your experience is an Aboriginal tourism business or Aboriginal cultural tourism business, is it at least 51% owned by Aboriginal individuals OR majority owned Aboriginal companies OR Aboriginally controlled organizations such as Bands and Tribal Councils?

Yes       No       N/A

Is the cultural content of all interpretation tools (spoken and written materials) developed under the direction of Aboriginal people who are from the culture being interpreted?

Yes       No       N/A

Is the cultural content approved by the appropriate “keepers of the culture”? (i.e. Elders, hereditary Chiefs, families, etc.) Who are they? How was it approved?

Yes       No       N/A

Are all of the cultural activities shared by Aboriginal people? An exception may be when foreign languages are required, when the interpreter should still have access to an Aboriginal host for questions related to the culture and community.

Yes       No       N/A

Does your tourism experience provide opportunities for visitors to interact face-to-face with Aboriginal people such as artisans, craftspeople, Elders, storytellers, hosts or entertainers who originate from the culture being shared?

Yes     No     N/A

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

Yes     No     N/A

Are your front line staff and heritage interpreters aware of what sites and activities are deemed inappropriate for tourism purposes by the community? Do they know what to do to ensure that guests are not exposed to these sites or activities?

Yes     No     N/A

Have you taken steps to protect and preserve the sensitive cultural activities and sites from visitors? This may be through a guest orientation program, fencing off sensitive areas, erecting signs, staff training, etc.

Yes     No     N/A

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

Yes     No     N/A

Do you invite or welcome Aboriginal community input and feedback on your cultural programming?

Yes     No     N/A

Does your tourism experience impact the community's culture and economy in a positive way? How does the community benefit? (i.e. jobs, suppliers, support other business in the region, etc.)

Yes     No     N/A

How do you reduce negative impacts on daily life for the community and environment? (i.e. visitor codes of conduct, clear signage, environmentally friendly practices etc.)

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Do you do your part to protect Mother Earth? (i.e. recycle, use recyclable and biodegradable products, package items in reusable bags etc.)

Yes       No       N/A

If the tourism experience is an event (such as a seasonal event, pow wow, etc.) for the event to be marketable, it needs to be held consistently on scheduled dates each year. Is it possible to release your event dates 12 to 18 months in advance?

Yes       No       N/A

## Best Practices

The above guidelines will help you meet your community's protocols in offering a tourism experience. Below, we have outlined some additional "Best Practices" for you to consider when deciding the best way to include Aboriginal culture into your experience.



# 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 while on site and in the community?

Yes       No       N/A

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

Yes       No       N/A

For an Aboriginal tourism business, what percentage of the management positions are held by Aboriginal people? Do they represent the majority (over 51%) of the management team?

Yes       No       N/A

## Program Delivery

Are the majority (over 51%) of all your front line staff who greet and serve the visitors of Aboriginal descent?

Yes       No       N/A

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

Yes       No       N/A

Whenever possible, have elements of Aboriginal décor, architecture, arts and design been incorporated into the guest experience?

Yes       No       N/A

Do your front line workers have Aboriginal themed apparel? It can be either contemporary reflection of culture or traditional apparel. If you chose to have staff wear traditional, it should be clear to visitors that this is not how your community dresses in today's society.

Yes       No       N/A

Do you offer traditional Aboriginal foods on site?

Yes     No     N/A

Are there displays, signs or exhibits that share about Aboriginal people and their cultures?

Yes     No     N/A

What have you included to share Aboriginal culture with your visitor that will create a memorable experience?

Cultural displays or exhibits	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Informational signage	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Guided tours	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Self guided tours (with audio or written support)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Storytelling	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Audio/visual presentations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Pre-tour briefings	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Lectures	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Teaching circles	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Printed documents	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Cultural performances	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Arts/crafts workshops	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Interactive opportunities with hosts (discussions/Q & A)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Cultural demonstrations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Sampling of traditional foods	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Cultural themed accommodations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Opportunity to visit contemporary community	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

Others (list):

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It is very important to engage your visitor with all of their senses. Have you considered...

What will the visitor see? \_\_\_\_\_

What will the visitor hear? \_\_\_\_\_

How can scent or smell be included? \_\_\_\_\_

Are they able to taste any food or drink? \_\_\_\_\_

Will they be able to touch & interact with this activity? \_\_\_\_\_

How will they feel? \_\_\_\_\_

Do you support your community by...

Buying Aboriginal?

Yes

No

N/A

Hiring Aboriginal?

Yes

No

N/A



# Market Ready

## Defining "Market Ready"

ATMC wants to support Aboriginal Cultural Tourism at all stages of development. We understand that some tourism experiences may be "market ready" for visitors and others "export ready" for international markets and have included industry expectations and best practices for both.

## Market Ready

Aboriginal tourism businesses and experiences must first and foremost offer a quality tourism product that would meet market expectations, with or without the cultural element. Aboriginal cultural tourism is in itself a unique product, but with evolving changing tourism industry, it is no longer enough. Visitors are looking for a unique experience, that they cannot have anywhere else and once there, they are also expecting the experience to meet or exceed 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 which they have bought from other parties'. Travel trade is the distribution network for tourism products for both group (bus markets) as well as small group and individual travel (often called FIT markets). Selling through the travel trade adds a new dimension to any tourism business as they will sign contractual agreements with partners governed by strict laws that protect travelers in many countries – so you need to feel very confident to deliver what you are promising! This guidebook has been developed to help you determine if your tourism experience is ready to be promoted internationally to travel trade, making it "export ready" by industry standards.

The travel trade can be a very cost 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's important to recognize that their commission structure covers the cost of their sales efforts that you, as the supplier, will not have to incur. To meet the standard industry expectations as an "export ready" tourism experience you must demonstrate a commitment to supporting the efforts of your potential trade partners through commissions.

# Market Ready

## Industry Expectations

The below are considered “mandatory criteria” for your tourism experience to be considered a MARKET READY operation. These are not standards developed by ATMC, but an overview of what the visitor and travel trade will expect from your tourism product or experience. It is the same standard or expectation that the visitor would have for a similar tourism experience in another country.

## Business Operations

Have you been in business/operation for a minimum of two years?

Yes       No       N/A

Can your business/operation 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 have access to information and able to leave messages, send bookings, etc.)

Yes       No       N/A

Do you return messages within 24 hours during standard business hours?

Yes       No       N/A

Do you have a website where visitors can obtain information? This website should have all key information on operating hours, location and how to get there (i.e. Google Maps links)

Yes       No       N/A

Do you offer a quality experience to visitors?

Yes       No       N/A

## How do you know that you offer a quality experience?

Increase in visitors	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
High repeat visitation	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Direct feedback (calls, emails, etc.)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Guestbook (comments)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Visitor feedback forms	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Visitor/customer surveys	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
External/independent review	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Industry accreditation and standards	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Industry support and partnerships	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Industry awards and recognition	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

Other:

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Do you have alternate plans if there is bad weather? Or a community emergency? This is very important for outdoor, adventure and winter-based experiences. What are those plans?

Yes       No       N/A

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If your tourism experience requires special equipment or training do you provide it? (i.e. safety equipment, lifejackets, camping equipment, hats, gloves, etc.)

Yes       No       N/A

Have you confirmed with government sources if HST does or does not apply to your operation? If it does, you must register to qualify as a market ready operation.

Yes       No       N/A

Are you in good standing/compliance with the health and safety regulating agency in your region and industry sector? This includes Canadian Occupational Health & Safety, food and safety councils, Workplace Hazardous Material Information System (WHMIS), Workman's Safety Insurance Board (WSIB), etc?

Yes       No       N/A

Please list the licenses and permits you hold:

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Have you ensured that you have all other operating licenses and permits required to operate this type of tourism experience?

Yes

No

N/A

Please list the licenses and permits you hold:

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Are you prepared for accidents? A well stocked first aid kit and staff trained in first aid at minimum.

Yes

No

N/A

Liability Insurance is a must in this industry and is a mandatory requirement of most travel trade partners. A minimum of \$2 million liability is standard, with some sectors, like adventure tourism requiring \$3 million. Do you carry adequate liability and related insurance?

Yes  No  N/A

Are your operating hours clearly posted for visitors on site and for trade on your website and materials? Do you follow those operating hours consistently?

Yes  No  N/A

Are there directional signs that help visitors to easily find your location?

Yes  No  N/A

Are you tracking, measuring and evaluating results to ensure a consistent level of customer satisfaction? Tracking & evaluation can help identify who your visitors are, their level of satisfaction and the economic impact in the community.

Yes  No  N/A

## Pricing

Do you have promotional materials that presents the product (experience), the price, dates and key reasons to visit?

Yes  No  N/A

## Group Tour Business (where applicable)

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

Yes  No  N/A

Groups up to 15 people (pax)

Yes  No  N/A

Groups of 15 to 30 people (pax)

Yes  No  N/A

Groups of 30 to 50 people (pax)

Yes  No  N/A

Groups larger than 50 people (pax)

Yes  No  N/A

Is the site/product easily accessible for visitors?

Yes  No  N/A

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

Yes  No  N/A

Are there enough washrooms for groups (47 people - if pursuing motor coach?) You should find out capacity requirements for your sector based on the length of their stay. A short visit of 2 hours may only require two to three washrooms.

Yes  No  N/A



# Export Ready

Aboriginal cultural tourism experiences are in great demand. It can be tempting to export your tourism experience before you are prepared to meet the demand. If international visitors are a long term or current goal, you need to be aware of how the travel trade works when first creating and pricing your tourism product.

The below are considered “industry standards” for your tourism experience to be considered an EXPORT READY operation.

## Tourism Sales Distribution Channels



# Product and Pricing

Do you have a pricing structure with published rates that leaves room 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 you guarantee both price and capacity 12 to 18 months ahead of arrival? Note that once established, prices must be consistent for the time outlined.

Yes     No     N/A

Do you have high-resolution photos available for editorial and promotional use that are copyright free?

Yes     No     N/A

# Health and Safety

Safety is imperative to all visitors. (as it should be to any business!)

Are Government/public health and sanitation standards continually satisfied?

Yes     No     N/A

Do you have an up-to-date Government license, if required? Although some businesses may be operating in a territory where federal, provincial, or territorial licensing does not apply, it is a good idea to ensure that your business at least meets these standards, giving visitors a level of security and comfort.

Yes     No     N/A

Are facilities frequently and regularly cleaned?

Yes     No     N/A

Are you set up to generate invoices on a regular basis? Are you able to cover operating costs until paid by trade? You must be willing to accept vouchers on site as confirmation of payment upon arrival, and then bill your clients.

Yes       No       N/A

Has your tourism product been successfully test-marketed by a similar group and/or industry association that understands the needs of your potential visitor?

Yes       No       N/A

Do you have a detailed marketing plan dedicated to the overseas markets? Does this plan support your region, province and CTC marketing efforts? (You cannot attract a new market to your destination alone!)

Yes       No       N/A

Is there a person in your organization responsible for marketing and promotions?

Yes       No       N/A

Do you understand your current and potential target markets? Can you offer experiences that meet their expectations? (i.e. Understanding what their cultural likes and dislikes are, types of foods, etc.)

Yes       No       N/A

Do you support and encourage site/operation inspections by trade partners?

Yes       No       N/A

Are your management able 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. Are you prepared to provide exactly what was promised – lakeside rooms, four course meal, live performances etc?

Yes       No       N/A

# Best Practices

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

## Program and Operations

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

Yes     No     N/A

Do you encourage feedback to evaluate visitor satisfaction?

Yes     No     N/A

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

Yes     No     N/A

Is there a system for handling visitor comments and concerns? (i.e. Comment cards, suggestion boxes and website feedback forms, etc.)

Yes     No     N/A

## Human Resources

Are ALL front line staff trained in basic hospitality and tourism skills? Ideally, from a certified training program (i.e. CTHRC, Superhost, First Host)

Yes     No     N/A

Do you have enough trained staff to continue offering the same level of quality if your numbers increase?

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.

Handling visitor concerns	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Telephone/reservation etiquette	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Meeting and greeting visitors	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Visitor safety	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Aboriginal arts, culture	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
First Aid	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
First Host! Superhost or Frontline	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Cultural sensitivity for visitors	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

Others (list):

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Is management actively involved in the 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 all of your employees encouraged to obtain training and certifications in tourism careers? (through CTHRC emerit programs)

Yes       No       N/A

# Partnerships / Export Readiness

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

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<input type="checkbox"/> French	<input type="checkbox"/> Cantonese	
<input type="checkbox"/> Italian	<input type="checkbox"/> Polish	
<input type="checkbox"/> Spanish	<input type="checkbox"/> Russian	
<input type="checkbox"/> Dutch	<input type="checkbox"/> Thai	
<input type="checkbox"/> Arabic	<input type="checkbox"/> None	
<input type="checkbox"/> Portuguese		
<input type="checkbox"/> Hindi		
<input type="checkbox"/> German		
<input type="checkbox"/> Japanese		
<input type="checkbox"/> Mandarin		
<input type="checkbox"/> Other		



Do you have experience hosting familiarization (FAM) tours in the past two years for:

Travel writers?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Tour operators?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
Tour wholesalers?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

Do you know who coordinates FAM tours for your region and are you willing to be involved?  
Note that the costs of the program are most often a business/marketing expense.

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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Do you encourage and collect feedback from travel trade partners?

Yes  No  N/A

Can you provide marketing and sales materials? (i.e. High-resolution photos in JPEG or TIFF format, detailed descriptions, lure brochures, DVDs, etc.) Please list.

Yes  No  N/A

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Have you already partnered at a local level... by joining efforts of your local Destination Marketing Organization (DMO) or industry association (like RATAS or mainstream)?

Yes  No  N/A

What industry organizations is your business/operation a member of?

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Are you able to accept tickets/vouchers directly from the visitor and bill your client?

Yes  No  N/A





Do you 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 you willing to share customer surveys and evaluations with your partners?

Yes       No       N/A

Can you be flexible to accommodate tour operator requests?

Yes       No       N/A

Are you willing to provide travel trade with space/services in peak (busy) season in order to gain their support when needed in the shoulder (quiet) season?

Yes       No       N/A

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

Yes       No       N/A

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

Yes       No       N/A

# *Checklist by Tourism Sector for Fit/Group Tours*

The list below provides some features that tour operators look for from in your specific sector of the industry. Those that are only applicable to group business are marked\*.

## **Accommodations** (hotel/motel/tipi camping)

- 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 accommodate group arrivals\*
- Separate check-in areas for groups\*
- Driver room rate\*
- Accessible rooms
- One complimentary room for every 15 rooms sold\* (or another comp. policy)





## Attractions (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
- Attraction is accessible for visitors with disabilities
- Offer a range of activities or programs? Guided tours?
- Group meeting place with seats available\*
- Separate group entrance\*
- Complimentary policy for driver and escort\*
- Sufficient washroom capacity to accommodate groups\*
- Parking for motorcoach\*





## Retail

- Gift and/or commission available for driver/escort\*
- Ability to issue separate bills for individual visitors\*
- Refreshments and washrooms available in order to make the stop a combined coffee/shopping break
- Offering a group discount/coupon\*





## Food & Beverage

- Offer either a set menu or choice of meal to suit the needs of the visitor? (i.e. a choice of beef or chicken or other special needs/requests)
- Offer meal options that can accommodate allergies
- Offer enough seating for groups up to 48\*
- Able to seat the group together or in a separate dining area\*
- Prompt service (i.e. serving lunch in less than one hour)
- Sufficient washroom capacity to accommodate groups\*
- Parking for motorcoach\*
- Attractive setting – view/decor
- Close to highway and other attractions
- Complimentary policy for driver and escort\*

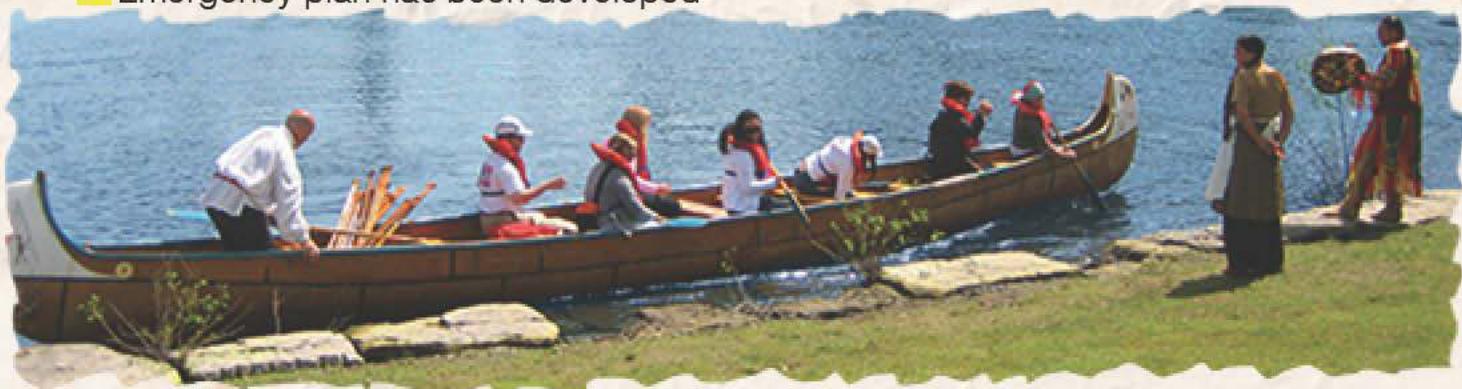
## Transportation

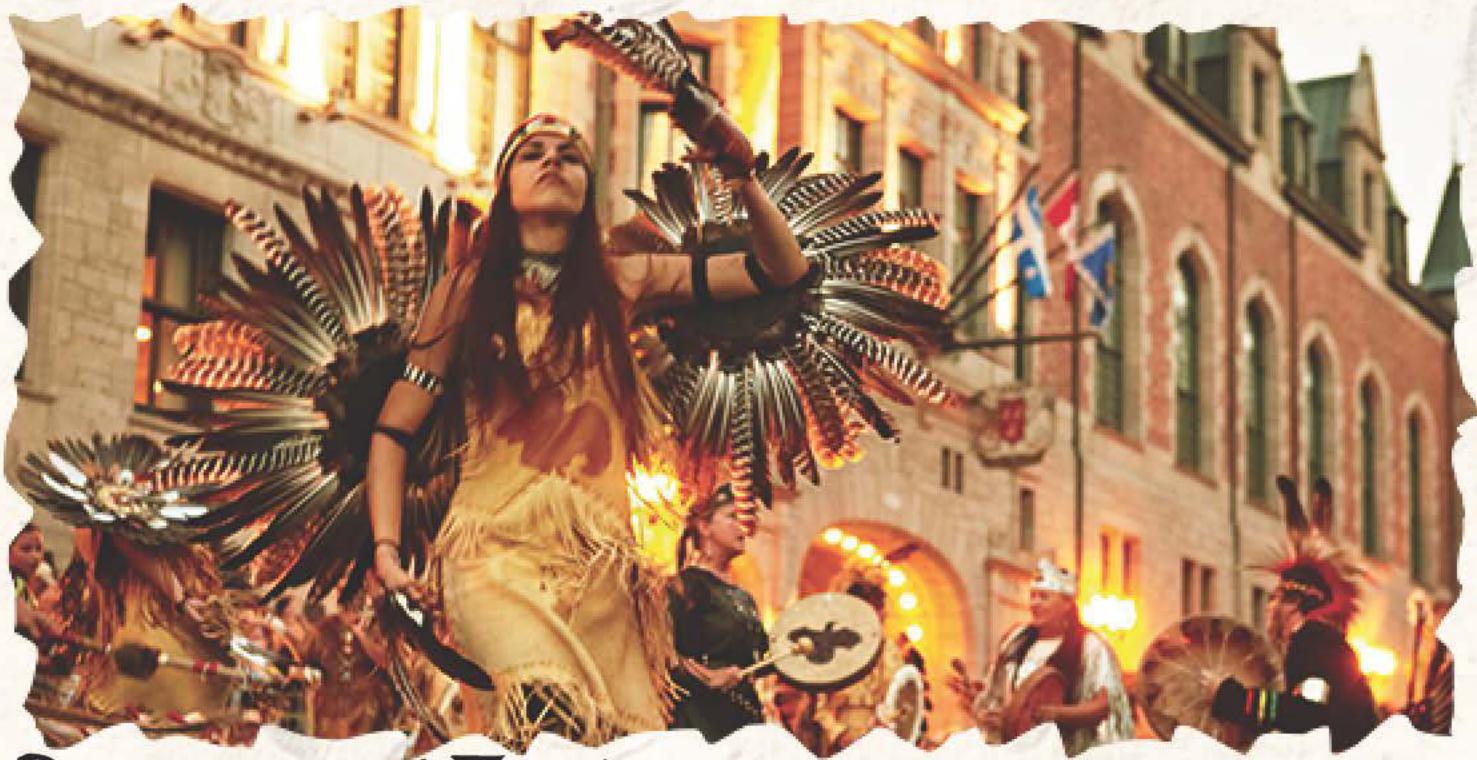
- Air conditioned if being used in summer season
- Well maintained/new equipment with no mechanical problems
- Public address system or microphone available\*
- Fleet size to accommodate range of needs
- Motorcoach with washrooms onboard\*
- Flexible, patient, friendly drivers\*
- Transportation can accommodate visitors with disabilities



## 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
- Emergency plan has been developed





## 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 information
- Motor coach parking\*
- Group packages, pricing and programs\*
- Location with accessibility for all visitors



# Market Ready Aboriginal Cultural Tourism Experiences Self Assessment Guide

After reviewing the more detailed guidelines and checklists from this manual you may have a better idea if you are “market ready”, “export ready” or need to continue to improve upon certain areas. For ALL Aboriginal Cultural Tourism experiences, we would encourage you to review the authenticity protocols and best practices outlined in this manual. You may find it useful to complete the self-assessment form and use it to demonstrate to your potential partners like your DMO, Province, Territory or ATMC that you are “market ready”.



# Authenticity Best Practices

We offer an AUTHENTIC Aboriginal cultural tourism experience and confirm that:

- 1) As an Aboriginal tourism business, we can confirm that the majority of the business or organization is owned and/or controlled by Aboriginal people, communities or organizations.
- 2) We can demonstrate that the Aboriginal community whose culture is shared in our experience benefit from the operations in a significant and meaningful way.
- 3) We have ensured that the cultural messages (including both content and programming) are developed and delivered by the Aboriginal group whose culture we are sharing with the visitors.
- 4) Our business/operation has taken a community driven approach to ensure that appropriate measures are in place to protect the sacred sites and traditional activities of our community to protect them for future generations from any potential negative impacts of tourism.
- 5) We offer a unique experience! Our tourism product engages our visitors using a variety of senses and offers an opportunity for a real connection to our community, our land and our culture.

## Authenticity

I confirm that the completed checklist is accurate and true.

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Signature

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Print Name

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Title

# Market Ready

We offer a tourism experience that meets standard tourism industry expectations for a MARKET READY product. We confirm that:

- 1) We have been in business for a minimum of two years.
- 2) We are accessible to clients 24 hours a day, 365 days a year by phone, fax or email. We return calls within 24 hours during standard business days.
- 3) We meet all health and safety standards for our sector including all applicable business licences and liability insurance.
- 4) We offer a QUALITY tourism experience and product that can be assessed or qualified through industry awards and recognition or visitor, trade, media and tourism association feedback.
- 5) We are able to demonstrate that front line and management staff all have the necessary training, ability and skills to deliver a quality tourism experience.
- 6) We have published rates, established at least 6 months in advance and are able to take advance reservations.
- 7) We are able to accept debit and credit cards from visitors.
- 8) We are aware of the provincial/industry standards for our sector and are able to meet or exceed those expectations (for restaurant, accommodations, transportation, attraction, etc.)

## Market Readiness

I confirm that the completed checklist is accurate and true.

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Signature

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Print Name

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Title

# Export Ready

We are interested in pursuing International markets and capable of creating meaningful partnerships with travel trade. In addition to the above market ready standards, we meet the following EXPORT READY standards:

- 1) We are familiar with the roles of travel trade. (i.e. Receptive tour operators, tour operators, travel wholesalers and retail travel agents)
- 2) We offer a commissionable pricing structure (of 10 to 30%) that reflects the various levels of trade partnerships we are seeking and are able to guarantee both price and capacity 12 to 18 months in advance.
- 3) We currently work in collaboration and partnership with our local industry partners and associations such as RATA, local DMO and the province/territory.
- 4) We have experience in hosting familiarization tours for travel writers and tour operators.
- 5) We have a marketing plan targeting some identified international markets and recognize that we will need to invest in these markets for at least three years before we may see a return.
- 6) We produce promotional materials that present the product, price, dates, key reasons to visit and published rates.
- 7) We have the potential to fulfill the CTC Signature Experience Criteria. (See the appendices)

## Export Readiness

I confirm that the completed checklist is accurate and true.

---

Signature

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Print Name

---

Title

You should consider attaching the following to any industry partners (such as your local DMO or Province/Territory) along with your self-assessment:

- 1) A copy of any promotional materials with sample high resolution images
- 2) A list of any tourism awards and industry recognition
- 3) A one page summary of any visitor, media or trade comments/feedback
- 4) When requested: copies of liability insurance and applicable licenses
- 5) Some proof for Aboriginal ownership & control (Proof of Aboriginal ancestry, band council resolutions, ownership or Board of Director documentation)

**NOTE:**

I have been assessed by my regional DMO or Province as being Market Ready. This can be confirmed through: documents, certifications, invitations to tradeshows where market readiness is a requirement, contact to confirm etc.

I have been assessed by my regional DMO or Province as being Export Ready. This can be confirmed through: documents, invitations to tradeshows where export readiness is a requirement, contact to confirm etc.

I have been assessed through my Regional Aboriginal Tourism Association as being Market Ready. This can be confirmed through: documents, certifications (such as AtBC Authenticity program), invitations to tradeshows where market readiness is a requirement, contact to confirm the process of assessment, etc.

I have been assessed through my Regional Aboriginal Tourism Association as being Export Ready. This can be confirmed through: documents, certifications, (such as AtBC Authenticity program) invitations to tradeshows where export readiness is a requirement, contact to confirm the process of assessment, etc.



# Case Study - CTC Signature Experience - Great Spirit Circle Trail

## Experience the Past, Enjoy the Present



### Leading by Example

Discover how the courage to shift your product development model to a programmatic, building block approach can radically change the opportunities for your business, community and the quality of the visitor experience.

Join Kevin Eshkawkogan, Chief Executive Officer for Great Spirit Circle Trail as he shares insights on their company, experiential travel and their Canadian Signature Experience.

### Tell Us About Your Company

We specialize in authentic Aboriginal experiences that exhibit the culture and traditions of the Anishinaabe people on the Manitoulin Island – Sagamok Region.

The Great Spirit Circle Trail was established in 1997 when the elders and economic development officers in the LaCloche-Manitoulin region of Ontario realized that motor coaches were bringing guests to Manitoulin Island and non-native guides were giving 'their' interpretation of the history and culture of the local First Nations people. We quickly recognized that the best people to tell our stories were our own people, and that there was a business opportunity for us to engage visitors in the Aboriginal history and culture of the island.

Everything we do is anchored to our four pillars:

- Cultural authenticity;
- Product development;
- Human resource development; and
- Marketing and branding.

## **What does “Experiential Travel” mean to your business?**

It means sharing our culture with visitors in a variety of ways that engage all five senses, focusing on creating memories and connecting with visitors on an emotional level.

## **What makes a “Memorable Travel Experience”?**

At Great Spirit Circle Trail, this means sharing our simple ways of living and teaching guests about our culture in ways that are interactive and educational. Cultural authenticity is at the heart of our memorable First Nations experiences. We will not compromise our culture to make a dollar. Our goal is to make a spiritual connection with our visitors and we love hearing that we've changed some peoples' lives, and transformed them for the better.

## **Are you seeing any increase in demand for experiential travel?**

Yes, since we shifted from being a tour operator that focused on marketing and packaging and began to invest in product development based on truly understanding the type of experiences our guest were seeking, our sales have been doubling every year for the last four years. We operate with a very lean staff of three people in the winter, but in the summer we have up to 20 people working for us within our First Nations band, along with new partners who can deliver programs.



## **What's important to you as a company?**

Ensuring that our guests depart with a better understanding of First Nations people and culture, and in some cases (especially for Canadians), we want them to have a different perspective on First Nations people.

We want our own people to be at the heart of engaging visitors with our stories and culture. Our connection to the earth is extremely important to us, and we want to share it with our guests.

## **Describe your ideal guests.**

Our guests are open-minded people who want to learn about other cultures. They are seeking enlightenment and are willing to embrace others' views of the world.

## **Tell us about your key partners.**

Since we shifted to experiential travel in 2006, our initial focus has been to build capacity within our First Nations community. Now that we have achieved a strong experiential product base, we are starting to branch out and work with more external partners to design experiences and package travel for the mutual benefit of our customers and our partners. For example, we recently added a new Horse and Teepee Overnight Adventure to our offerings, and we are partnering with a non-Aboriginal business to deliver this experience together.

## **What are your main sales channels?**

We sell directly to travellers, as well as through tour operators for group and packaged independent travel. Fully independent travel (FIT) represents the majority of our business. We have worked with many receptive tour operators and domestic tour operators over the years. The primary companies we work with are: Jonview, JAC Travel, and Audley Travel.

In the past few years we've seen the demand shift from a 70:30 travel trade vs. FIT ratio to more of a 50:50 balance for volume. As a result we are increasing the number and types of travel packages we are selling directly to guests. And, with the opening of our new hotel, our capability to package and sell direct to market without an intermediary packager is likely to grow.

## **Tell us about your marketing.**

We have a very thorough marketing plan, operate on a lean budget and always attempt to align with our local DMO, regional tourism organization, provincial marketing organization and the Canadian Tourism Commission's international markets.

Ontarians represent our greatest market for domestic travellers. Internationally we target Germany, the USA, Australia and the United Kingdom. China and India represent two strong emerging markets for us.

As a small company we cannot afford to buy into \$2,000 to \$3,000 ads, campaigns and in-market activities, so we invest in our website, ensure we have high-definition images of our visitor experiences, and maintain a bilingual reservations system.

Nurturing relationships with our trade partners and guests is critical. We focus on making personal connections to create the desire to visit, revisit and spread the word about our company. We've just joined TripAdvisor to allow our guests to share their stories, which we believe further validates and adds credibility to our company.

## **Who does your Signature Experience appeal to?**

People who enjoy culture, history and want to experience something new. We can deliver our experiences in English and French on a regular basis, and in German if we get a special request.

As new members of the CTC's Collection, we haven't been through the Explorer Quotient process yet, but I would anticipate our guests are likely to be Authentic Experiencers, Cultural Explorers and Cultural History Buffs.

### ***How does your Signature Experience contribute to Canada's competitive landscape?***

That's easy! Manitoulin is the largest freshwater island in the world, so our location is unique. We offer an authentic, Aboriginal experience based on this geography of the land, which is intimately linked to the history and culture of the original First Nations inhabitants – the Ojibwe, Odawa and Pottawatomi peoples.

### ***How do you sell your Signature Experience?***

The majority of our sales are direct to consumers.

Our building block approach allows us to be very creative in how we work with the travel trade. We can arrange two or three nights accommodation and allow our trade partner to select the experiences most appealing to their guests.

All the experiences celebrate some aspect of First Nations' life and they are all set at the same net rate, which is an attractive sales feature. We started this approach a few years ago with group travel and packaged independent tours, and it has really proved to be a tremendously flexible way to respond to the needs of the travel trade and their customers. Once a tour operator is familiar with our company, we can talk through the options with them, find out what their guests are interested in, and customize a package for them while they are on the phone.

### ***Tell us something we don't know.***

In the beginning, our tourism products weren't really experiential in the same way that we deliver experiential tourism today. Our products and packages were originally just about going into a First Nations community. Once we realized what our guests were really seeking, we switched our business model completely to focus on the experience and the memories we want them to take away. Everything is now structured into one to three hour program blocks that can be purchased individually by travellers, sold to the travel trade, or packaged to meet special needs and interests.

Our company is also very active in providing educational programs and services to industry, delivering training to help others learn how to work with First Nations tourism businesses, building the capacity of our colleagues, and contributing to provincial and regional initiatives.

Every few months our team brainstorms new ideas then goes through a minute-by-minute, step-by-step planning session to design every detail. We have a checklist of elements that must be completed before, during and after each experience to ensure consistency, yet allow space for the individual storyteller to connect in their own special way with guests. The content and stories are the anchors of each program. They are an inexpensive way to invest in developing travel experiences and allow our unique history to be shared.

# Insights for Others

## **Have you made any changes to respond to the demand for experiential travel?**

Yes, we now focus on product development before marketing. Identify the stories you want to share with visitors that are uniquely yours and culturally authentic. Also, pay attention to detail - it's the small things that can make a big difference.

We keep our group sizes small, typically five or six people, usually a maximum of 10. However, we can also scale our operations to receive 400 visitors from a cruise ship, or to welcome a motor coach.

## **Any marketing challenges?**

Limited resources are always a challenge when it comes to buying into campaigns. Social media represents an ideal way for us to connect with our markets, but there is a staff cost to this and a training component to keep up with the speed of change with online and mobile marketing.

## **Any benefits of being in the Signature Experiences Collection?**

We've just been accepted into the Collection, so beyond the recognition and credibility that comes with being a Signature Experiences member, over the next few years we will be looking for:

- Introductions to the CTC in-market staff in the international markets we want to grow in;
- Enhanced profile for members in the Collection at Rendezvous Canada or other trade venues;
- CTC staff to come and experience our company first hand so they can speak from the heart about what we have to offer travellers and an appreciation for how we do business; and
- Helping to change outdated perceptions that some colleagues in the tourism industry have about who we are, what we do, and the potential for First Nations tourism in general.

## **Any tips for others?**

First, do your research! Second, "Put yourself in the moccasins of the traveller" and third, really think hard about how to take an experience from good to great and then market the WOW factor.

## **Any final words of wisdom?**

- Ensure your experience is authentic and focuses on your culture.
- Engage as many senses as possible.
- Make it as memorable and genuine as you can.

Story contributed by: Kevin Eshkawkogan, Chief Executive Officer.

Researcher: Dr. Nancy Arsenault, Tourism Cafe Canada.

# Acknowledgements

Aboriginal Tourism Marketing Circle (ATMC) is a group of approximately 24 Aboriginal tourism organizations from all regions of Canada. ATMC formed in 2008 and signed an agreement in 2009 to formalize our work together to help provide greater support to each of our regions in developing a successful Aboriginal cultural tourism industry. ATMC works together on projects and opportunities that provide a more strategic approach to marketing, product development and training/awareness of the benefits of Aboriginal cultural tourism.

This guide, originally released as the “Draft National Authenticity and Market-Ready Standards for Aboriginal Cultural Tourism” was created through extensive National consultation by ATMC in 2008. The content of this Final Guide released in 2013, reflects the more experience-driven visitor of today and of the growing demand for Aboriginal cultural tourism experiences across Canada. There was another National consultation, by the current ATMC members noted on the back cover.

ATMC does not intend to “re-invent the wheel”. So many tremendous resources have been developed to support the development and expansion of Aboriginal cultural tourism experiences, that we have incorporated the vast knowledge and resources from the following:

“Aboriginal Cultural Tourism Checklist for Success” by Aboriginal Tourism Team Canada, (ATTC) created by Beverley O’Neil, O’Neil Marketing and Consulting.

“Aboriginal Tourism Business Planning Guide, Checklist for Success” ATTC and Canadian Tourism Human Resource Council created by AtBC and Pacific Rim Institute.

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 Principles.

Canadian Tourism Commission: Eligibility and Selection Criteria for CTC Signature Experience Collection.

Canadian Tourism Commission: Experiences. A toolkit for Partners.

Aboriginal Tourism Engagement Strategy; Final Report. Prepared by Northways Consulting.  
Aboriginal Tourism Association of BC: Aboriginal Cultural Tourism Authenticity Program.

Aboriginal Tourism Planning Tool Kit; Community Tourism Development for First Nations in New Brunswick.

Alberta Aboriginal Tourism Product Opportunity Analysis. Industry Canada with the support from Alberta Economic Development.

Working with the Canadian Travel Trade. A guide for Northern Ontario Tourism Suppliers.

Visit Niagara Canada. Market Ready Criteria. Self Assessment Checklist.

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Manitoba. Market Ready Checklist.

Heritage Tourism Alliance British Columbia. Market Ready Standards.

Cultural Human Resources Council. Export marketing of cultural products and services.  
Chart of competencies.

Tourism Inc. Market-Readiness Self Assessment Tool.

# Glossary

**Aboriginal** - A person of Aboriginal origin including status and non-status, First Nations, Métis and Inuit

**Aboriginal business** - A business that is majority owned by First Nation, Métis and Inuit people

**Aboriginal organization** - A group, business, or association with a significant Aboriginal involvement, usually by majority

**Accessibility** - Availability or approachable for all people

**Assessment** - A process of determining the ability of an entity to meet the predetermined standard or level

**Booking** - A term used to refer to the completed sale by destination, attraction, convention centre or facility

**Authentic** - Real or genuine

**Capital investment** - Investment in enterprise for the use of its trademark in the selling of a product or service

**Channels of distribution** - Method by which goods & services are delivered to client/ customer to certain markets (i.e. International)

**Community** - People living in one place, district, and country considered as a whole

**Community analysis** - Evaluation of community and region surrounding event to identify opportunities to promote events

**Companion program** - Services to accommodate special needs participants and companions

**Consumer** - A buyer and user of goods and services

**Consumer demand** - Demand from public for a service or product

**Culture** - The sum total of ways of living built up by a group of human beings which is passed on from one generation to another

**Eco-tourism** - A tourism experience which incorporates or demonstrates elements of relationships between a community and its environment. Generally nature-based and non-consumptive, it may or may not include a cultural component

**End user** - Final user of product or service

**Etiquette or Protocol** - Culturally sensitive guidelines that govern behaviour regarded as correct or acceptable, unwritten code of practice followed by members of a certain professional or cultural group (i.e. What happens when an eagle feather is dropped during dancing)

**FAM Tour** - Familiarization trip for travel professionals to inspect hotels and restaurants, sample attractions and experience local culture

**First Nation** - Can refer to a single Band or group of Bands affiliated with a Tribal Council or cultural group

**Front-line Staff** - A person or persons coming in direct contact with consumer of the product and service, including hotel front desk staff, restaurant wait staff, guides and outfitters

**Fully Independent traveller (FIT)** - An FIT is an individual (or small group of < 10) traveling and vacationing with a self-booked itinerary

**Heritage** - Includes both the cultural and natural history of a people, region etc

**In-Kind** - Non-financial support

**Integrity** - The adherence to a standard of conduct or value; personal honesty and independence

**Interpretation** - Front line staff that interacts to provide interest, promote understanding & encourage positive experiences of a natural, historical or cultural theme (i.e. Guided tour of a nature walk)

**Keepers of the Culture** - Defined by community, elders and community leaders that keep the oral traditions and cultures for the people alive

**Management** - The act, practice or process of managing

**Marketing** - Activities involved in developing product, price, distribution and promotional mixes that meet and satisfy the needs of the customer

**Market niche/market share** - Small section of market most likely to be persuaded to buy product or service.

**Net Rate** - A basic rate charged by a supplier that is later marked up for eventual resale by travel agent or tour operator. The rate offered to a travel agent or tour operator - this rate is lower than what the consumer would pay, allowing the travel agent or tour operator room to increase the price for resale

**Operator** - An individual or organization that conducts a tourism activity (i.e. Guided tour, special event, facility) which results in a monetary return

**Product** - A good or service or a package of goods and services

**Seasonal travel** - Travel industry business cycles such as high peak/low peak, low/high season, off season or shoulder season

**Standard** - Something widely accepted as a basis for comparison

**Sustainable** - A course of action which aims to avoid disadvantaging future generations



# Online Toolkit

## Market Research

Alberta Tourism Development Guide, A guide to help navigate the tourism development process, Government of Alberta.

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Canada's Federal Tourism Strategy

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Canadian Tourism Commission: Experiences Toolkit

[http://en-corporate.canada.travel/sites/default/files/pdf/Resources/sec\\_exptoolkit\\_lores\\_final.pdf](http://en-corporate.canada.travel/sites/default/files/pdf/Resources/sec_exptoolkit_lores_final.pdf)

Canadian Tourism Commission: EQ : QE (Explorer Quotient)

<http://en-corporate.canada.travel/resources-industry/toolkits/eq-toolkit-download>

Canadian Tourism Commission Signature Experiences Eligibility and Selection Criteria  
[http://en-corporate.canada.travel/sites/default/files/pdf/sec-ced/sec\\_criteria\\_en.pdf](http://en-corporate.canada.travel/sites/default/files/pdf/sec-ced/sec_criteria_en.pdf)

Heritage Tourism Market Ready Standards  
[www.museumsassn.bc.ca/Images/Home/Heritage%20Market%20Ready%20Criteria%20FINAL%20May4.pdf](http://www.museumsassn.bc.ca/Images/Home/Heritage%20Market%20Ready%20Criteria%20FINAL%20May4.pdf)

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[www.aboriginalbc.com/assets/corporate/atbc\\_blueprint-strategy\\_full-report.pdf](http://www.aboriginalbc.com/assets/corporate/atbc_blueprint-strategy_full-report.pdf)

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[www2.gnb.ca/content/gnb/biling/thc-tpc.html](http://www2.gnb.ca/content/gnb/biling/thc-tpc.html)

Destinations: National Gathering on Aboriginal Cultures and Tourism Final Report, 2010  
<http://www.pch.gc.ca/eng/1288012608469/1288012608471>

Sound and Meaning in Aboriginal Tourism  
<http://www.torc-ttracanada.ca/torc/downs1/sdarticle.pdf>

Authentic Experiences Program, Aboriginal Tourism Association of BC  
<http://www.aboriginalbc.com/corporate/info/cultural-authenticity-program>

# *Funding and Development*

Aboriginal Affairs and Northern Development Canada  
[www.aadnc-aandc.gc.ca](http://www.aadnc-aandc.gc.ca)

Agriculture and Agri-Food Canada  
[www.agr.gc.ca/index\\_e.php](http://www.agr.gc.ca/index_e.php)

Atlantic Canada Opportunities Agency  
[www.acoa-apeca.gc.ca/eng](http://www.acoa-apeca.gc.ca/eng)

Business Development Bank of Canada  
[www.bdc.ca](http://www.bdc.ca)

Canada Council For the Arts - Aboriginal arts/culture funding  
[www.canadacouncil.ca/](http://www.canadacouncil.ca/)

Canada Economic Development for Quebec Regions  
[www.dec-ced.gc.ca/eng/index.html](http://www.dec-ced.gc.ca/eng/index.html)

Canada's Economic Development Agency for Northern Ontario  
[www.feddevontario.gc.ca/eic/site/723.nsf/eng/home](http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/home)

Canadian Northern Economic Development Agency  
<http://north.gc.ca/>

Canada Revenue Agency – Information on payroll deductions, HST/GST, filing etc.  
[www.cra-arc.gc.ca/](http://www.cra-arc.gc.ca/)

Industry Canada  
[www.ic.gc.ca/eic/site/icgc.nsf/eng/home](http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home)

Parks Canada  
[www.pc.gc.ca/eng/index.aspx](http://www.pc.gc.ca/eng/index.aspx)

Aboriginal Business Canada  
[www.aadnc-aandc.gc.ca/eng/1100100033140/1100100033141](http://www.aadnc-aandc.gc.ca/eng/1100100033140/1100100033141)

Aboriginal Human Resource Council  
[www.aboriginalhr.ca/en/home](http://www.aboriginalhr.ca/en/home)

Canadian Heritage  
[www.pch.gc.ca/eng/1266037002102/1265993639778](http://www.pch.gc.ca/eng/1266037002102/1265993639778)

CESO  
[www.ceso-saco.com/About.aspx](http://www.ceso-saco.com/About.aspx)

Department of Western Economic Diversification Canada  
[www.wd.gc.ca/eng/home.asp](http://www.wd.gc.ca/eng/home.asp)

FedDev Ontario  
[www.feddevontario.gc.ca/eic/site/723.nsf/eng/home](http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/home)

FedNor  
<http://fednor.gc.ca/eic/site/fednor-fednor.nsf/Intro>

Human Resources and Skills Development Canada (HRSDC)  
[www.hrsdc.gc.ca/eng/home.shtml](http://www.hrsdc.gc.ca/eng/home.shtml)

Ontario Association of Community Futures Development Corporations  
[www.ontcfdc.com/frame3.asp](http://www.ontcfdc.com/frame3.asp)

# *Tourism Training Human Resources Management*

## *Tourism Education Councils*

Alberta Hotel and Lodging Association

Phone: 1(888)436-6112

Email: [info@ahla.ca](mailto:info@ahla.ca)

[www.ahla.ca](http://www.ahla.ca)

Quebec Council of Tourism Human Resource

Phone: 1(450)651-1099

Email: [info@cqrht.qc.ca](mailto:info@cqrht.qc.ca)

[www.cqrht.qc.ca](http://www.cqrht.qc.ca)

Go2 (BC Tourism)

Phone: 1(800)486-9158

Email: [info@go2hr.ca](mailto:info@go2hr.ca)

[www.go2hr.ca](http://www.go2hr.ca)

Hospitality Newfoundland and Labrador

Phone: 1(800)563-0700

Email: [hospitality@hnl.ca](mailto:hospitality@hnl.ca)

<http://hnl.ca/>

Manitoba Tourism Education Council

Phone: 1(800)486-9158

Email: [general@mtec.mb.ca](mailto:general@mtec.mb.ca)

<http://mtec.mb.ca>

Nova Scotia Tourism Human Resource Council (NSTHRC)

Phone: 1(800)486-9158

Email: [NSTHRC@tourism.ca](mailto:NSTHRC@tourism.ca)

[www.tourismhrc.com](http://tourismhrc.com)

Ontario Tourism Education Corporation (OTEC)

Phone: 1(800)486-9158

Email: [info@otec.org](mailto:info@otec.org)

[www.otec.org](http://www.otec.org)

Saskatchewan Tourism Education Council  
Phone: 1(800)331-1529  
Email: [stec@sasktourism.com](mailto:stec@sasktourism.com)  
[www.stec.com](http://www.stec.com)

Tourism Industry Association of New Brunswick  
Phone: 1(800)668-5313  
Email: [info@tianb.com](mailto:info@tianb.com)  
Web site: [www.tianb.com](http://www.tianb.com)

Tourism Industry Association of PEI (TIAPEI)  
Phone: 1(800)486-9158  
Email: [tiapei@tiapei.pe.ca](mailto:tiapei@tiapei.pe.ca)  
<http://www.tiapei.pe.ca/>

Yukon Tourism Education Council (YTEC) (Serves NWT and Nunavut)  
Phone: 1(800)486-9158  
[www.yukontec.com](http://www.yukontec.com)

## *Other Key Partners in Tourism Associations and Organizations*

Canadian Association of Foodservice Professionals (CAFÉ)  
<http://www.cafp.com/index.asp>

Canadian Culinary Federation (CCFCC)  
[www.ccfcc.ca](http://www.ccfcc.ca)

Canadian Tourism Human Resource Council (CTHRC)  
[www.cthrc.ca](http://www.cthrc.ca)

Canadian Institute of Travel Counsellors (CITC)  
[www.citc.ca](http://www.citc.ca)

Canadian Restaurant and Foodservices Association (CRFA)  
[www.crfa.ca](http://www.crfa.ca)  
Hotel Association of Canada (HAC)  
[www.hotelassociation.ca](http://www.hotelassociation.ca)

Tourism Industry Association of Canada (TIAC)  
<http://tiac.travel/>

# *Federal, Provincial and Territorial Connections*

Alberta Tourism, Parks and Recreation  
[www.tpr.alberta.ca/](http://www.tpr.alberta.ca/)

Department of Tourism, Culture and Recreation - Newfoundland and Labrador  
[www.tcr.gov.nl.ca](http://www.tcr.gov.nl.ca)

Department of Tourism and Culture - Prince Edward Island  
[www.gov.pe.ca/tourism/index.php3](http://www.gov.pe.ca/tourism/index.php3)

Department of Tourism and Culture - Yukon  
[www.tc.gov.yk.ca/](http://www.tc.gov.yk.ca/)

Economic and Rural Development and Tourism - Nova Scotia  
[www.gov.ns.ca/econ](http://www.gov.ns.ca/econ)

Industry, Tourism and Investment - Northwest Territories  
[www.iti.gov.nt.ca/](http://www.iti.gov.nt.ca/)

Jobs, Tourism and Skills Training, British Columbia  
[www.gov.bc.ca/jtst/](http://www.gov.bc.ca/jtst/)

Ministry of Tourism, Culture and Sport - Ontario  
[www.mtc.gov.on.ca/](http://www.mtc.gov.on.ca/)

Nunavut Tourism  
[www.nunavuttourism.com/](http://www.nunavuttourism.com/)

Parks, Culture and Sport - Saskatchewan  
[www.pcs.gov.sk.ca/](http://www.pcs.gov.sk.ca/)

Supporting Tourism - Industry Canada  
[www.ic.gc.ca/eic/site/034.nsf/eng/h\\_00049.html](http://www.ic.gc.ca/eic/site/034.nsf/eng/h_00049.html)

Tourism Heritage and Culture - New Brunswick  
[www2.gnb.ca/content/gnb/en/departments/thc.html](http://www2.gnb.ca/content/gnb/en/departments/thc.html)

Tourisme Quebec  
[www.tourisme.gouv.qc.ca/index.php](http://www.tourisme.gouv.qc.ca/index.php)

# International

Organization for Economic Co-operation and Development  
[www.oecd.org/about/](http://www.oecd.org/about/)

World Tourism Organization - United Nations  
[www2.unwto.org/](http://www2.unwto.org/)

World Travel and Tourism Council  
[www.wttc.org/](http://www.wttc.org/)





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CANADIENNE  
DU TOURISME



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AANDC Tourism Industry

Aboriginal Experiences – Ottawa

Aboriginal Tourism Association of British Columbia  
(AtBC)

Cree Outfitting and Tourism Association – QC

Eastside Aboriginal Sustainable Tourism Inc.

Great Spirit Circle Trail - ON

Metepenagiag Heritage Park - NB

Métis Crossing - AB

Mi'kmaq Cultural Tourism Network – Atlantic

Northbound Tours - MB

Nunatsiavut Tourism - Labrador

Nunavik Tourism Association

Nunavut Tourism

NWT Aboriginal Tourism Champions Advisory Council

NWT Tourism

NWT Tourism and Parks

Six Nations Tourism - ON

Tourisme Autochtone Québec

Tourism Industry Association - YK

Trails of 1885 – First Nations and Métis

Travel Alberta

Turtle Island Tourism Co, Ottawa

Yukon First Nations Tourism Association