

**Aboriginal Tourism Association of Canada (ATAC)  
Board of Directors Meeting**

**“DRAFT MINUTES”**

**Monday, August 29<sup>th</sup>, 2016**

**Page 1**

**Grey Eagle Hotel & Casino, Calgary, Alberta**

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**Meeting called to order at 9:10am**

Participants:	Keith Henry	Robin McGinley	Carole Bellefleur
(ATAC BOD)	Patricia Dunnett	Charlie Sark	Charlene Alexander
	Lori Beaver	Jeff Provost	
	Robert Bernard	Dana Soonias	
	Trina Simard	Linda Sarazin	<b>Regrets: Teresa Doolittle</b>

Support: Cecilia Point (ATAC)  
Casey Vanden Heuvel (ATAC-CVH Consulting)  
Craig van der Merwe (The Update Company)

Guests: David Goldstein, Destination Canada (DC)  
Nicholas Yee, Indigenous & Northern Affairs Canada (INAC)

**1. Welcome / Introductions / Opening Comments**

Keith Henry welcomes the ATAC BOD and guests. He thanks Lori Beaver for her work in helping to organize and bring this meeting to this region and applauds her for her diligent efforts. Keith then provides an overview of the agenda for the day. Opening prayer by local Elder.

**2. Review of ATAC BOD Meeting Agenda for Monday, August 28th, 2016**

Keith Henry provides an overview of the meeting agenda for today and requests for any changes, additions or questions. **Motion 08-28-16-01** To accept the ATAC BOD Meeting Agenda as presented. Moved by Linda Sarazin (Ontario), Seconded by Carole Bellefleur (Quebec). Question called, all in favour. Motion carried unanimously.

**3. Review of ATAC BOD Draft Minutes for April 24<sup>th</sup>, 2016. **Motion 08-28-16-02**** To accept the minutes of April 24<sup>th</sup>, 2016 as presented. Moved by Charlie Sark (PEI), Seconded by Jeff Provost (Manitoba). Question called, all in favour. Motion carried unanimously.

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#### 4. ATAC Board of Directors Governance Workshop

Presentation by Vancouver based Aboriginal consulting firm ICLD to the ATAC Board. Review of various governance models and best practices currently being practiced by various Aboriginal and non-Aboriginal boards across the country. The Governance workshop discussion lead to certain other discussions on ATAC bylaws on regional representation processes as well. Group felt that the workshop was very useful.

**Lunch Break: Presentation by Travel Alberta and introductions to local Indigenous Tourism representatives/companies... There was exchange of some local issues and requests for support.**

Afternoon Session Begins: Keith Henry welcomes Nicholas Yee / INAC Representative assigned to ATAC. Keith provides a brief intro and outlines some of the work that they have recently worked on together with respect to funding for ATAC.

#### 5. ATAC BUDGET REVIEW

- a. Review of Revenue Items
- b. Review of Expenses
- c. Discussion on Specifics of ATAC Contracts
- d. 2016-2021 SPI (Strategic Partnership Initiative) – 5-year commitment overview

Some points of discussion include ATAC Board member Jeff Provost (Manitoba) concerned about length of contracts and contract values and if we are able to handle these. Dana Soonias (Sask) inquires whether they fit within 5-year mandate and plan. Keith suggests that the contracts are better than employees for ATAC at this time and contracts operate on the fiscal year basis. All contracted positions expire March 31<sup>st</sup>, 2017 currently. Board agrees to move forward with supporting the administration to decide next steps.

**Motion 08-28-16-03 To accept the updated ATAC budget as presented as of July 27, 2016.**

**Motion by Kevin Eshkakogan (Ontario), Seconded by Dana Soonias (Sask). Question called. All in favour, Motion carried.** Note: Robin suggested a line item to show “competitive process/dollars”.

#### 6. A) ATAC Projects / Initiatives

- 60K for Showcase Canada Asia conference – more than the Canadian budget for capacity development, a number of regions expressed concern here. They want more dollars for regional development.

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- IATC Event – Updated presentation tomorrow, budget has been increased with new dollars required for conference delivery, great support so far from government, expectation for more.
  - Other events – Keith has been invited to many, prioritizing key targeted ones to attend, need to promote 2016 IATC in regions more as well.

#### **6. B) Financial Management Policy Manual**

With Teresa Doolittle not being able to attend these ATAC Meetings, the Board recommends this to be deferred to the next ATAC BOD Meetings. Kevin (Ont) also recommends to check the acronyms used (some show Six Nations wording).

#### **6. C) Presentation on ATAC Online Social Media / Marketing**

- Craig Van der Merwe (The Update Company) – updates all ATAC info online/social media
- Media kit – ATAC info – all updated
- Cruise Ship Opportunities – will be available for utilization online asap
- ATAC has 5 Corporate Channels
  - Website \* Pinterest
  - FaceBook \* Google Ads
  - LinkedIn \* Email updates (420 ppl registered)

#### **6. D) ATAC Product Development Project (Casey Van den Heuvel)**

This process includes the selection of the top Aboriginal experiences in Canada that ATAC will invest and provide support dollars to promote the market ready Aboriginal tourism businesses/organizations as part of its delivery model.

- Must identify where the Aboriginal business is at utilizing an Assessment Tool.
- Develop best model to link businesses with capital development dollars
- Goal to develop 50 Aboriginal businesses by 2021 (very achievable to ATAC Board)
- Should incorporate pre-diagnostic processes and sign them up as members of ATAC
- Casey suggests regional support required to increase quality of applications back to ATAC
- Launch of the initiative targeted for September 1<sup>st</sup>, 2016
- Need to prioritize 10 new Aboriginal businesses by Dec 2016, 10 more after that in 2017

#### **Action Item:**

**Kevin (Ontario) to send Casey @ ATAC the Tourism Excellence North Product Development Tool that Ontario and his region have been using.**

**Motion 08-28-16-04** – Motion to have the ATAC Board to go to an in-camera session - Moved by: Kevin Eshkawkogan (Ont), Seconded by Charlene Alexander (Yukon). Question called, all in favour. Motion Carried.

**(Day 1 closes at 4:40pm) – Reminder of Evening Tour of local Aboriginal business.**

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**Day 2 – ATAC BOD Meetings (8:15am Start)**

Keith Henry, CEO, starts the day with a big thank you to Lori Beaver for a great evening at the Spotted Elk Cultural Centre. **Action Item:** Send a letter to Spotted Elk as a thank you and possibly encourage board members to suggest feedback at their request.

**Review of earlier agenda points...**

**6. F) SPF – Review of Key Points (Strategic Partnership Funding) – Key notes of the SPF proposal found on Pg. 4 of 15.** The funding proposal keys in on skill development, productivity, jobs and capacity growth. It targets a massive amount of newly trained people (600-900 targeted in the next 3 years). Bilingual trained Aboriginal workers included in targets. 20-30 new partnerships across the country. Great opportunity to share this at the 2016 IATC. Keith to arrange presentation.

**Action Item:** Request from Ontario (Kevin) to share information on the SPF proposal to regions.

**6. G) Marketing Strategy Presentation – Dene Sinclair**

Overview of the recommended strategy for ATAC includes identifying the key and unique selling opportunities that ATAC provides and answering the 5 W's i' marketing (Who, What, When, Where & Why). ATAC needs to answer these clearly. Also focus needs to be on development of the Primary, Secondary & the Markets to Watch if we (ATAC) wants to take the next step nationally and internationally. Key markets exist now and investment dollars required from ATAC to maximize these markets. ATAC board members really want a regional and national approach added. Overall support for the marketing strategy with an enhanced local initiative included.

**Motion 08-28-16-05:** Motion to accept the proposed ATAC Marketing Strategy tactical plan, without the budget, as presented by Dene Sinclair with the condition of identifying available resources for the project as well as an enhanced domestic strategy (Canada wide), subject to funding availability.

Moved by: Kevin Eshkakogan (Ont), Seconded by Charlie Sark (PEI)... Question called. All in Favour. Motion Carried.

**6. H) Tartan Group – Media Proposal**

Reviewed presentation proposal by the Tartan Group. Board members agree that ATAC needs this type of support services. Board members question if Tartan Group should be representing ATAC, should be an Aboriginal representing the ATAC organization. No question that ATAC is now reaching a level where these support services are required by a knowledgeable and reputable company with major contacts in the tourism industry. ATAC Board supports this and moves to make a motion.

**Motion 08-28-16-06:** Motion to accept the Integrated Communications Proposal submitted by the Tartan Group, with French language translation support, as presented to the ATAC Board. Moved by: Kevin Eshkakogan (Ontario), Seconded by Dana Soonias (Sask). Question. All in Favour. Motion Carried.

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**7. ATAC Audit – Review of costs and expenditures of the organization.**

Keith reviewed all existing and proposed expenditures for the ATAC organization including all projects in motion as well as existing staff contracts, upcoming initiatives and outlining partnership funding from government and organizations. Some ATAC members inquired about the likelihood of additional dollars to support regional development and the tendency to plan internationally rather than domestic, so some caution to the wind. Board members did understand the overall concept of why moving targets must be planned for but really strong focus on capacity development is suggested.

**Motion 08-28-16-07:** Motion to accept the 2015-2016 ATAC Audit as presented to the ATAC BOD. Moved by: Jeff Provost (Manitoba), Seconded by: Dana Soonias (Sask). Question called. All in Favour. Motion carried unanimously.

**8. A) Presentation by David Goldstein, President of Destination Canada (DC)**

Mr. Goldstein thanked the ATAC BOD for the opportunity and outlined his vision for DC in terms of Aboriginal investment, partnership development and long term visions. Sees Aboriginal tourism as Canadian tourism and views the ATAC challenges have similarities across Canada. DC utilizes the MAP concept – which is marketing, access & product development. This is supported by a “stool” concept in where all three must be supported equally. He also sees Provinces aligning to support Aboriginal tourism but more good work needs to be done, so one of the ways is through the Signature Experiences to the overall development of Aboriginal tourism at a high level with trickle down positive effects happening. Talked about the NorthStar22 which is seeking to reach 22 million international visitors to Canada, spending 22 billion by 2022... DC also wants ATAC at the table when they talk to Provinces/Territories about Tourism. Should present on the Aboriginal Signature Experience at the 2016 IATC.

Keith spoke about the public process that ATAC and DC are now involved in trying to attract new Aboriginal board members to the board of Destination Canada. Gov’t of Canada has issued a public process for recruitment of candidates.

**8. B) 2016 International Aboriginal Tourism Conference (IATC) – Presentation by ATAC Board Member, Robert Bernard, currently overseeing project.**

Robert presented a Power Point Presentation on the 2016 IATC being hosted this year in Membertou First Nation, within the city limits of Sydney, Nova Scotia. Target registration is 350 ppl and the majority of funding for the event has been secured. Overall budget is now targeted at 400k which is realistically reachable with existing resources. French translation was suggested as well as an international flavor, especially foreign writers that may promote ATAC and the IATC. Proposed dates initially were changed due to conflicting dates with national conferences. Solid dates are now Dec. 13-15 with Day 1 being an Atlantic capacity building day. The complete website is targeted for completion on Sept. 6 with online registration with Eventbrite included. Budget presented included funding from ACOA, INAC, DC and Parks Canada. 20K will be added to provide support to Robert to help successfully deliver the event. The ATAC/IATC Advisory Committee (Robert, Keith, Casey) are now finalizing agenda with speakers, presenters and workshop facilitators with local host committee.

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**Action Item:** Robert to work with Casey and Keith to organize the Awards Night at the 2016 IATC. Incorporate Atlantic Awards that evening with TIAC award winners included. Propose 4 awards, 1 per region in the Atlantic. Include Charlie Sark (PEI) and Patricia Dunnett (NB) for the event planning.

**8. C) Parks Canada Update – Keith Henry**

Keith reports that the MOU process has started but very slow now with vacations in full gear, there are responses pending. Regional contacts need to push Parks Canada to help make this happen. Contact person for the MOU is Lester Marchand, PC Head Office and Nova Scotia region. Suggestion for NS reps to keep pushing for funding decision asap especially for the 2016 IATC.

**9. D) CITAP Presentation (Canadian Inbound Tourism Asia Pacific)**

CITAP representative Executive Director Joe Volk attended through a conference call. CITAP is one of the key leaders of the Receptive Tourism Operators industry. CITAP rep reviews the benefit of joining the organization. CITAP has a unified force that works with the major receptive tour operators across Canada. ATAC will work towards developing an agreement/MOU with CITAP.

**10. Membership Letter – ATAC**

Suggestions include the following from roundtable ATAC members;

- Change wording that says “Owned & Operated By” – Trina
- Card should have letters showing status of member, for ex: A – Associate, M – Member and possibly H – Honorary member.
- Suggest to include this at the 2016 IATC
- Suggest “NOT” to use the term “Turtle Island”
- Should Membership be approved by Board or CEO.
  - Suggestion is to use CEO as the administration process

19 applications for membership now, must apply to become an “official” member for ATAC and in order to be able participate in the elections and become a board member.

Members also noted that some type of certification process and an updated list of companies must be part of our database as we go along and develop our national membership database.

**11. ATAC AGM 2016**

- ATAC has filed financial reports so we are good but we need to have our official elections asap
- AGM was supposed to be no later than 18 months, may need to do a special resolution and move to adjust the by-laws (as a potential option).

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**11. ATAC AGM 2016 – continued**

Keith recommends that we do not file or request a by-law amendment, just do what needs to be done and to catch up. ATAC board members question the process of elections. Essentially each region will be up for elections, your organization/business must be a current ATAC member in order to vote.

**Action Item:** Keith recommends an Advisory Committee to address this issue on how the ATAC Board will address the next elections. Dealing with regions that are not represented at the table and to respect the importance of this process, volunteers requested. The following people have volunteered to be the ones to sort this out. Committee to discuss this will be Charlene Alexander, Jeff Provost, Linda Sarazin and Carole Bellefleur. Key note will be to create the structure and term of the position.

Note: Regions/organizations/businesses must be registered as a member 30 days prior in order to be considered a voting member for the upcoming election (by November 12, 2016).

**12. A) AtBC Update**

Already discussed in camera. An official letter will be sent by Action Chairperson Trina Mather Simard to identify and address any questions/concerns and to provide clear direction. This will be sent to the organizations – First Nation leadership organizations that recent corresponded with ATAC.

**B) Adventure Travel World Summit / September 20, 2016 @ Alaska**

Keith to attend and present on “Canadian Indigenous Tourism Partnership” – Successes and Opportunities. ATAC presenting on DC – Power of Aboriginal Tourism video/model package.

**C) AINTA, Tulalip Washington**

The USA version of ATAC, very interesting and unique conference opportunity. Suggestion to have Keith obtain information on their food workshops for Charlie Sark from the event.

**D) CCAB** request for support letter, request for presentation at next spring’s 2017 event in Halifax, NS. Keith suggests that we work out a deal where they support and disseminate information on IATC.

**E) AFAR Media Award**

ATAC was recognized for Keith’s work with international Aboriginal tourism development, asked to attend this event. He suggested that he could attend and possibly another board member to attend.

**F) CCTM – Canadian Council Tourism Ministers Meeting**

INAC recommends to present at the next CCTM, very important place we are now with Aboriginal tourism in terms of the optimum support we would get around the table.



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CCTM – Continued...

ATAC Board Members want ATAC to push and present info to Minister’s that regional need more financial support for the growth of Aboriginal tourism.

**G) CANDO 2016 @ Yukon**

Keith will be presenting at the 2016 CANDO event and asking support from Charlene to help find ways to promote the upcoming 2016 IATC. ATAC Board suggests that we look into having a Trade Show Booth there and asked who will be attending. Charlene (Yukon) and Robert (NS) will be there to help as well. **Action Item: Charlene Sark to look into the host for CANDO to incorporate 2016 IATC info at the tables to help promote and market the 2016 IATC.**

**H) Tourism Industry Association of Nova Scotia INVITATION** – Keith has been invited to speak at the 2016 TIANS event. This is an important event to attend as it will be a great opportunity to promote the 2016 IATC and generate registrants. Also great opportunity to promote what ATAC does nationally and drum up regional support as well. ATAC Board agrees we should send Keith to event.

**I) Invite by PEI Aboriginal Tourism Group to attend event on Sept 26 on Lennox Island.** Charlie suggests it’s a great opportunity to review their 5 year Aboriginal strategy and promote ATAC and IATC. Board members support ATAC going into regions to support initiatives, just a matter of conflicting schedules. Robert and/or Patricia could also help to attend and support work in PEI.

**J) Canada 150 Funding** – Keith explains that we were “screened out” of the Canada 150 funding, hard to explain how this happened. Charlene requests how ATAC can support current/existing Canada 150 applications (such as Yukon) and help to promote funding opportunities for regions applying. It was suggested that we need an updated inventory of Aboriginal business involved in the tourism industry across the country. These need to be rated somehow in terms of business ready, market ready and export ready through the ATAC membership and certification processes.

**Follow up required on Action Items**

Motion resulting from previous in-camera discussions with regard to Keith Henry.

**Motion 08-28-16-08**... Motion to accept the resignation of Keith Henry as the Chairperson of ATAC and approve the title of President & CEO of ATAC, effective immediately. Note: This would in effect place our Vice Chair, Trina Simard as Acting Chairperson until further notice. This will be addressed at the next full board meeting for ATAC at the 2016 IATC in December 2016. Moved by: Robert Bernard (NS), Seconded by: Jeff Provost (Manitoba). Question called, all in favour. Motion Passed.

**Motion to adjourn the meeting at 3:10pm... Moved by: Jeff Provost (Manitoba).**

**Action Item: Next ATAC Meeting – Conference Call – Scheduled for September 27<sup>th</sup> / 8:30am PT**