

## **5. Enhancing the Aboriginal Tourism Industry — A High Level Implementation Strategy**

The research presented in this report clearly shows there is demand for aboriginal tourism products, and that Alberta is well positioned to capitalize on many of the major travel trends of European, Asian, American and domestic cultural visitors. Clearly, the research points to opportunities for growth of aboriginal tourism in the Province, but also identifies challenges to the current product and service mix, and to existing infrastructure.

In order for the aboriginal tourism industry in the Province to grow and capitalize on the target markets outlined in this report, certain areas need to be addressed immediately. To assist with this, a number of “priorities for action” have been identified that should be considered to enhance the state of the industry. A high-level implementation strategy for each priority that identifies specific action steps has been developed and is presented in this chapter.

As part of the implementation strategy for specific product opportunities, a number of comparable aboriginal tourism products from around the world have been identified for reference purposes. These products are meant to provide ideas relative to specific concepts and service offerings and should be considered as part of any future research initiatives moving forward.

The priorities for action are discussed below.

### **Priorities For Action**

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#### **Communication of Funding Opportunities and Submission Requirements**

Prior to addressing the action items identified, the overall issue of funding must be considered. A number of specific actions have been outlined to help grow and enhance the aboriginal tourism industry in the Province, however many of these will require additional funding and investment, especially on the product development side.

First and foremost, it is absolutely critical that aboriginal business owners and operators know about the different avenues available to them for accessing funds, whether they be grants, traditional bank loans and/or sponsorships. Communication of the various sources of funds becomes important and ensuring that aboriginal businesses have the appropriate mechanisms and information required to access available funds, such as business plans for new start-ups and credit histories.

Second, is increasing the type and amount of financing opportunities available to aboriginal businesses. This could entail increasing available grant amounts and/or making it easier for business owners to access bank financing.

## **A More Proactive Approach to Marketing**

Clearly, one of the major issues identified in this report is the limited awareness of the aboriginal product opportunities offered in the Province and the lack of an effective/coordinated marketing approach.

A successful marketing program is a key element to enhancing visitation to the Province and to the various aboriginal tourism attractions. A strong marketing and communications program must begin with a vision for the industry. The vision should be developed by representatives of the aboriginal tourism industry and have buy-in from all participants.

The marketing program should be a co-operative venture between all aboriginal tourism operators and led by a central organization such as an Alberta wide aboriginal tourism body. Following are some of the more specific changes that need to occur on the marketing side.

Consistent with the product inventory and market potential, three major visitor segments have been identified that offer potential for aboriginal tourism – the short-haul market; long-haul North American; and long-haul Overseas. The key is how to effectively reach these segments. In other words:

- ◆ What advertising/promotional vehicles should we use?
- ◆ What messages need to be communicated to entice people to experience aboriginal culture?
- ◆ How do we pay for the advertising and promotion plans?
- ◆ How do we measure success?

The key approaches to enhance the marketing of aboriginal tourism in the Province lie in coordination, partnerships and focus. To achieve these objectives, it is necessary to:

- ◆ Develop a broad role for an Alberta wide aboriginal tourism body, one that involves participation in both domestic and international marketing activities. This can only be achieved through an effective and coordinated marketing strategy, partnerships and through greater membership and participation in the organization. Such an organization needs to have a sufficient number of people on the ground working with the local tourism operators advising and coordinating — make it easy for even the smallest businesses to be an active member of the organization, by creating a number of different options to generate buy-in;
- ◆ Develop a marketing strategy for the industry. The strategy needs to include:
  - ***A distribution plan for brochures or other promotional material.*** The most cost-effective way is through related merchants and destination marketing

- organizations. As well, the internet must not be overlooked, as it is increasingly becoming a tool for travellers looking for specific destination information;
- **Trade shows** such as those organized by the Canadian Tourism Commission in the US which are designed to showcase Canadian attractions and regions to the US tour operators, travel agents, auto clubs and the travel media. This is an example where an Alberta wide aboriginal tourism body might attend the trade show as part of Travel Alberta's delegation;
  - **Partnerships are also essential.** Only about 17% of operators indicated they take part in a partnered marketing program with organizations such as Travel Alberta, local TDR's and other local tourism agencies and CVB's. Efforts should be made to participate in some of the marketing partnerships offered by the various organizations and to seek assistance from them in terms of packaging specific product opportunities. For example, if your business lends itself to bus tours, then you should be in touch with the leading motorcoach tour operators.

### **Enhance The Understanding of Tourism Within the Aboriginal Community**

One of the issues identified through the research is the lack of awareness of the benefits created by Aboriginal Tourism, both within the aboriginal community and outside the community. Clearly, some form of communications plan needs to be in place so that people, including the various bands and their chiefs, can understand the importance of the industry and its economic benefits. The intent of the communications plan is to:

- ◆ Inform local residents about the region's appeal as an aboriginal tourism destination;
- ◆ Inform aboriginal businesses and others about the benefits of being an active member of the tourism offering in the region, including participation in a tourism association or partnership;
- ◆ Inform potential partners and the media about the position held by the Aboriginal tourism industry and its market potential; and
- ◆ Generate enthusiasm for the expansion of the aboriginal tourism product base and the required infrastructure.

The communications strategy is one that could be adopted by an organization an Alberta wide aboriginal tourism body and its members as well as related stakeholders, including economic development professional, government and other businesses. It should be a continuous effort and evolve to include other goals and audiences.

### **Improve Training and Education Opportunities**

Clearly the research shows that more education and training needs to occur. Many of the business owners lack basic business skills, including marketing, computer training and a general understanding of the tourism industry. Additionally, many of the workers employed in the industry have limited customer service skills and poor work ethics.

One of the critical success factors for any tourism operation is to create a memorable tourism experience – this experience includes a combination of factors, but customer service and the way employees interact with guests ranks high up on the list.

In order to address this issue efforts should be made to provide more opportunities for business owners or employees to learn and educate themselves, either through on-line learning, CD Roms or seminar specific courses.

- ◆ Provide learning opportunities including those focused around customer service, marketing, business management, tourism industry structure and trends. One potential training avenue open is to partner with the Canadian Tourism Human Resource Council (CTHRC) to develop training programs for staff; and
- ◆ Tourism market information and trends geared towards aboriginal businesses could be collected by a central organization and sent out in a monthly newsletter or through e-mail.

## Product Opportunity Implementation

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In the previous chapter, seven specific aboriginal culture product opportunities were identified as having potential based on the product market match. Broad overview concepts were presented for each of these products. This section expands further of five on these opportunities. It should be noted that the two opportunities not selected for this section (tour routes and casinos) are also excellent opportunities that merit further investigation.

In the following pages, a series of tables (one for each selected product) is presented to provide additional information to help bring the products to market including product ideas, a high-level implementation strategy and examples of similar existing products in other markets. The information in these tables represent a starting point and is intended to provide a framework from which the industry can begin to work from. This plan will evolve and change over time.

The locations suggested are based on the geographic distribution presented in the map in the Resource Capability section (see **Exhibit 3-7**). The location recommendations are based what is in the surrounding area. For example, in some cases, it may be because there is a critical mass of complimentary tourism products in the area, while in other cases it may be because there is a lack of tourism products and services. The location also takes into account proximity to major centres that help drive tourism. The recommendations are only suggestions and a detailed feasibility study would be required before proceeding with an option.

Further research and planning is needed before pursuing any specific idea. A true implementation plan will require buy-in and recognition of the available resources to complete this plan. In this regard, details may be presented at a higher level, with further detail to be agreed upon by representatives from the Aboriginal Tourism industry. ***The cost estimates are provided for reference purposes only and may or may not be representative***

**of the actual costs incurred. More detailed planning and scoping is required before firm cost estimates for a specific project can be developed.**

Each of the five product opportunities and concepts are presented below.

<b>PRODUCT OPPORTUNITY 1 – ABORIGINAL THEMED ACCOMMODATION</b>	
<b>OPPORTUNITY POSSIBILITIES</b>	
<b>Concept 1:</b>	<b>Backcountry Wilderness Lodge</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>Fly-in fishing or hunting lodge in a remote, natural setting. Eco-tourism oriented. 25-50 rooms. Small restaurant component that serves traditional native cuisine.</li> <li>Offers the experience to hunt, fish and live as the aboriginals once did; horseback riding/trail riding; hiking. Eating aboriginal cuisine, accommodations designed and decorated in aboriginal style with local crafts.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>New Development, run by one of the Bands or done in conjunction with one of the existing tour operators.</li> <li>Alternatively, could comprise theming an existing property with cuisine and activities. A more detailed assessment of the wilderness lodges in the Province is needed to determine feasibility of expanding an existing property.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>Kananaskis/Foothills area; Fort McMurray/Athabaska region</li> <li>Needs to be close to lakes, and/or rivers</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>1 to 3 years.</li> </ul>
<b>Concept 2:</b>	<b>Campground/Tipi Village</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>Located close to other aboriginal cultural/historic sites and in a backcountry setting. Close to streams/ hiking trails/horse trails. The campground could offer a combination of open spaces and/or pre-built tipis for visitors to rent.</li> <li>Seasonal operation (May to October).</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>Could be done in conjunction with an existing operation or development of a new campground. The number of aboriginal run campgrounds in the Province is limited.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>Situated outside of National Parks/foothills region, such as Kananaskis Country; Bragg Creek</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>1 to 3 years</li> </ul>
<b>Concept 3:</b>	<b>Resort</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>A full service resort product that offers guests the opportunity to experience the traditional aboriginal way of life and culture, including native cuisine, pipe ceremonies, sweat lodges, dancing and crafts.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>Expansion of existing operation like Nakoda or the Sawridge in Jasper.</li> <li>Conduct a feasibility study for a new development.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>Potential location to include outside Banff (Canmore and Kananaskis region), Fort Macleod-Waterton-Crowsnest Pass region, or in Northern Alberta.</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>3 to 5 years.</li> </ul>

**PRODUCT OPPORTUNITY 1 – ABORIGINAL THEMED ACCOMMODATION**

**IMPLEMENTATION ISSUES**

<b>Potential Key Players</b>		
<i>Player:</i>	<i>Role:</i>	
Federal/Provincial Government	<ul style="list-style-type: none"> <li>Facilitate the feasibility and development RFP process.</li> <li>Assist in partner relations.</li> <li>Assist in obtaining funding.</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Assist in identifying possible locations and partners/aboriginal operators.</li> <li>Take the work/studies commissioned by AED to local communities or bands in areas of high potential and work with them to have the communities develop the product, train staff and undertake marketing.</li> </ul>	
Hotel Associations	<ul style="list-style-type: none"> <li>Identify possible locations and specific opportunities.</li> </ul>	
CVB's	<ul style="list-style-type: none"> <li>Identify marketing issues and avenues. Ensure that the products are oriented towards the right audiences.</li> </ul>	
<b>Marketing Issues</b>		
<i>Objective:</i>	<i>Challenge:</i>	<i>Actions:</i>
<ul style="list-style-type: none"> <li>To create awareness for new accommodation development.</li> <li>Target new markets.</li> </ul>	<ul style="list-style-type: none"> <li>Limited awareness of aboriginal tourism products in the Province.</li> <li>Abundant good quality, non-native competing accommodation exists.</li> <li>Current aboriginal tourism marketing is fragmented and weak.</li> </ul>	<ul style="list-style-type: none"> <li>Create a stronger, centralized marketing organization for aboriginal tourism that helps to build awareness of the opportunities within the communities and then allows them to develop the product in accordance with market requirements.</li> <li>Develop an internet-based strategy.</li> <li>Work with CVB's and the local hotel associations to assist in awareness building.</li> </ul>
<ul style="list-style-type: none"> <li>Leverage new accommodation by partnering with other tour operators/products</li> </ul>	<ul style="list-style-type: none"> <li>Attracting appropriate and beneficial product partners.</li> </ul>	<ul style="list-style-type: none"> <li>Bring operators together or create an organization that unites operators to promote the industry and identify potential partnering opportunities.</li> <li>Use an organization like an Alberta wide aboriginal tourism body to facilitate process and create framework for packaging.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on the highest value or value-added product segment – greatest return will be received by focusing on this segment.</li> </ul>	<ul style="list-style-type: none"> <li>For example, value conscious consumers, who are increasingly willing to spend a little extra to receive top quality service and accommodations.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research into their information habits of these segments – what magazines do they read; internet sites.</li> </ul>

## PRODUCT OPPORTUNITY 1 – ABORIGINAL THEMED ACCOMMODATION

<b>Potential Partnerships</b>			
<i>Partner:</i>	<i>Relationship and Role:</i>		
Fed. Government and other aboriginal economic development agencies	<ul style="list-style-type: none"> <li>Funding Support</li> </ul>		
Travel Alberta/ATTC	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>		
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Marketing support and coordination of Aboriginal tourism in Alberta</li> </ul>		
CVB's	<ul style="list-style-type: none"> <li>Marketing and awareness building, potential packaging opportunities.</li> </ul>		
<b>Operational Issues</b>			
<i>Issue</i>	<i>Action</i>		
Band Politics	<ul style="list-style-type: none"> <li>Create Buy-In and awareness of benefits of tourism</li> </ul>		
Environmental Issues	<ul style="list-style-type: none"> <li>Environmental impact assessment.</li> </ul>		
Staff training/resource capability	<ul style="list-style-type: none"> <li>An Alberta wide aboriginal tourism body to provide access to training programs together with educational institutions.</li> <li>Recruit aboriginals into SAIT/NAIT hospitality programs at educational institutions.</li> </ul>		
Packaging	<ul style="list-style-type: none"> <li>Work with a central aboriginal marketing organization like an Albert a wide aboriginal tourism body or the CVB's to assist in bringing players together.</li> </ul>		
<b>Costs</b>			
Order of Magnitude Costs	<ul style="list-style-type: none"> <li>Estimated cost to build is \$75,000 per room (excluding furniture) for a small hotel according to the Marshall &amp; Swift Cost Manual.</li> <li>Based on involvement in the development of three tipi villages, Alberta Economic Development reports average development costs of \$125,000 to \$175,000.</li> </ul>		
<b>Infrastructure Considerations</b>			
<i>Change Needed:</i>	<i>Action:</i>		
Access to remote areas	<ul style="list-style-type: none"> <li>Road improvements by Alberta Infrastructure or local bands, airstrip development by operators or bands, development of seaplane landing areas</li> </ul>		
Signage	<ul style="list-style-type: none"> <li>Alberta Transportation/Federal to assist operators in developing and posting appropriate signage (highway and other).</li> </ul>		
<b>COMPARABLES</b>			
<i>Comparable</i>	<i>Location</i>	<i>Size</i>	<i>Description</i>
Naestie Tourist Centre – Sami Owned <a href="http://www.itv.se/boreale/naestie_hotel.html">www.itv.se/boreale/naestie_hotel.html</a>	Sweden	Small	Combination of hotel rooms, camping and cottages, eco-tourism oriented. Motto is to use but not consume.
Warbonnet Lodge	Blackfeet Indian Reservations – Browning, Montana	10 tipis which can accommodate up to 20 guests, 20 ft. in diameter	Central lodge with dining, shower, sauna and lounge, trail riding, native arts and crafts, experience native way of life.
Tsa-Kwa-Luten Lodge <a href="http://www.capemudgeresort.bc.ca">www.capemudgeresort.bc.ca</a>	British Columbia, Cape Mudge, Quadra Island	30 rooms	

**PRODUCT OPPORTUNITY 1 – ABORIGINAL THEMED ACCOMMODATION**

North Nahanni Naturalist Lodge <a href="http://www.nnnlodge.com">www.nnnlodge.com</a>	Fort Simpson, Northwest Territories, Canada	Lodge and cabins	All naturalist and outdoor activities. Indoor cultural activities with Dene Elder; history of local artefacts, people & surroundings, i.e. Drums, Handmade Tools, Medicinal Plants, Dene drumming and song demonstration, birch bark baskets & traditional craft making, basic wilderness survival.
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**NEXT STEPS TO BRING TO MARKET**

- More detailed inventory and feasibility study and concept development.
- Build the business case for investment in tourism infrastructure as a means of creating jobs and new businesses that are environmentally friendly.
- Identify potential partners.
- More coordinated aboriginal tourism organization and marketing.

**PRODUCT OPPORTUNITY 2 – ABORIGINAL THEMED RESTAURANT**

**OPPORTUNITY POSSIBILITIES**

<b>Concept 1:</b>	<b>Themed Fast Food Restaurant</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>• There is a shortage of interesting aboriginal dining experiences offering local foods and techniques.</li> <li>• Similar to fast-food sandwich or burger shop, except this concept involves selling native cuisine like bannock, buffalo burgers etc.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>• New development or existing operator looks at franchising into other areas/or at events (i.e. Food kiosk at Stampede).</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>• Near other aboriginal tourism attractions or centres. Consider locations in the National Parks.</li> <li>• Location along major tourist transportation routes will be important to take advantage of drive by traffic.</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>• 1 to 3 years.</li> </ul>
<b>Concept 2:</b>	<b>Themed Sit-Down Restaurant</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>• A more formal native dining experience that serves traditional dishes in a traditional manner, accompanied by native ceremonies and dances. Wait staff could be dressed in traditional native wear.</li> <li>• Could be traditional dining setting or re-create the traditional meal setting.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>• New development or expansion of an existing restaurant.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>• Situated outside of National Parks/foothills region, such as Kananaskis Country; Bragg Creek, Canmore Calgary, Red Deer and Edmonton.</li> <li>• Near other tourism attractions like a native cultural centre; village, museum etc. Along major tourist transportation route.</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>• 1 to 3 years</li> </ul>

**PRODUCT OPPORTUNITY 2 – ABORIGINAL THEMED RESTAURANT**

**IMPLEMENTATION ISSUES**

<b>Potential Key Players</b>		
<i>Player:</i>	<i>Role:</i>	
Federal/Provincial Government	<ul style="list-style-type: none"> <li>Facilitate the feasibility and development process.</li> <li>Assist in partner relations.</li> <li>Assist in obtaining funding.</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Assist in identifying possible locations and partners/aboriginal operators.</li> </ul>	
Restaurant Associations	<ul style="list-style-type: none"> <li>Identify possible locations and specific opportunities.</li> </ul>	
CVB's	<ul style="list-style-type: none"> <li>Identify marketing issues and avenues. Ensure that the products are oriented towards the right audiences.</li> </ul>	
<b>Marketing Issues</b>		
<i>Objective:</i>	<i>Challenge:</i>	<i>Actions:</i>
<ul style="list-style-type: none"> <li>To create awareness for new foodservice development/Target new markets</li> </ul>	<ul style="list-style-type: none"> <li>Lack of strong awareness for aboriginal tourism in the Province.</li> <li>Abundant good quality, non-native restaurants exist.</li> <li>Current marketing is fragmented.</li> <li>Locations must be readily accessible.</li> </ul>	<ul style="list-style-type: none"> <li>Create a stronger, centralized marketing organization for aboriginal tourism.</li> <li>Work with CVB's and the local restaurant associations/chamber of commerce to assist in awareness building.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance and develop aboriginal dining experience</li> </ul>	<ul style="list-style-type: none"> <li>Matching authenticity and setting to tastes and demands of the market segments.</li> </ul>	<ul style="list-style-type: none"> <li>Combine dining experience with a local aboriginal festival and cultural demonstrations – other opportunities exist to offer local produce and cooking which are seasonal</li> </ul>
<b>Potential Partnerships</b>		
<i>Partner:</i>	<i>Relationship and Role:</i>	
Fed. Government and other aboriginal economic development agencies	<ul style="list-style-type: none"> <li>Funding Support</li> </ul>	
Travel Alberta/ATTC	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>	
Provincial and National Restaurant Associations	<ul style="list-style-type: none"> <li>Research and Support</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Marketing and support through coordination of operators and in delivering programs.</li> </ul>	
<b>Operational Issues</b>		
<i>Issue</i>	<i>Action</i>	
Band Politics	<ul style="list-style-type: none"> <li>Educate band leaders as to the importance of the aboriginal tourism industry.</li> </ul>	
Funding	<ul style="list-style-type: none"> <li>Assess partnerships and sponsorship approaches</li> </ul>	

## PRODUCT OPPORTUNITY 2 – ABORIGINAL THEMED RESTAURANT

Staff training/resource capability	<ul style="list-style-type: none"> <li>An Alberta wide aboriginal tourism body to provide access to training programs together with educational institutions.</li> <li>The Canadian Tourism Human Resource Council also offers several tourism training programs.</li> <li>Recruit aboriginals into SAIT/NAIT hospitality programs at educational institutions.</li> <li>Educate operators on the tourism industry, small business management.</li> </ul>		
Packaging/partnering	<ul style="list-style-type: none"> <li>Work with a central marketing organization like an Alberta wide aboriginal tourism body or the CVB's to assist in bringing players together.</li> <li>Get in touch with leading motor coach companies to promote foodservice operation as a stop on the tour.</li> </ul>		
<b>Costs</b>			
Order of Magnitude Costs	<ul style="list-style-type: none"> <li>Depending on quality, industry average ranges from \$63 per sqft to \$190 per sqft. Average cost is \$88 per sqft. according to the Marshall &amp; Swift Cost Manual</li> <li>Three major Canadian fast food chains advertise average start up investments that range from \$400,000 to \$750,000.</li> </ul>		
<b>Infrastructure Considerations</b>			
<i>Change Needed:</i>	<i>Action:</i>		
CVB and VIC	<ul style="list-style-type: none"> <li>Assistance with marketing and awareness building of aboriginal tourism in Alberta.</li> </ul>		
Signage	<ul style="list-style-type: none"> <li>Federal and provincial governments to assist operators in developing and posting appropriate signage (highway and other).</li> </ul>		
<b>COMPARABLES</b>			
<i>Comparable</i>	<i>Location</i>	<i>Size</i>	<i>Description</i>
Quaaout Lodge Resort <a href="http://www.shuswap.worldweb.com/restaurants/Aboriginal/index.html?vid=19671099">www.shuswap.worldweb.com/restaurants/Aboriginal/index.html?vid=19671099</a>	Little Shuswap Lake, British Columbia	N/A	First Nations decor and dishes such as bird or salmon in clay and rabbit or buffalo ragout. Native cultural tours cover Sweat lodge, Kekuli and Smoke Salmon House. Native storytelling, dancing, traditional games and dinner theatre. Bike and canoe rentals, trail rides
Keenawii's Kitchen <a href="http://www.haidagwaiibc.com/what_to_do/haida_eats/haida_eats.html">www.haidagwaiibc.com/what_to_do/haida_eats/haida_eats.html</a>	Village of Skidegate Haida Gwaii, Queen Charlotte Islands, British Columbia	Groups as large as 35	Traditional Haida food and decor
<b>NEXT STEPS TO BRING TO MARKET</b>			
<ul style="list-style-type: none"> <li>More detailed inventory and feasibility study/concept development</li> <li>Identify potential partners/developers</li> </ul>			

**PRODUCT OPPORTUNITY 3 – ABORIGINAL CULTURAL CENTRE**

**OPPORTUNITY POSSIBILITIES**

<b>Concept 1:</b>		<b>Stand-Alone Cultural Centre</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>This attraction would represent a learning centre, where visitors get an appreciation for aboriginal life and culture. It could incorporate a vast array of components both indoors and outdoors. Some examples of potential offerings may include:                             <ul style="list-style-type: none"> <li>- museums;</li> <li>- interpretive videos;</li> <li>- self guided hiking trails using interpretive signs;</li> <li>- story telling using 3D story boards (i.e., model villages, a model of a traditional hunt);</li> <li>- shows including native dances, ceremonies or rituals;</li> <li>- hands on learning of processes (i.e., building a canoe or tipi); and</li> <li>- viewing of ancient ruins, burial grounds or significant carvings/drawings.</li> </ul> </li> </ul>	
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>Could be a new development, run by one of the Bands either on or off reserve, or could be an expansion/addition to an existing complementary attraction</li> </ul>	
<i>Location</i>	<ul style="list-style-type: none"> <li>With the Lakeland Centre being developed in the North, a more southern/central location such as the Kananaskis/Foothills area, Chinook Country, Waterton or on the outskirts of Calgary is suggested.</li> <li>Should be situated close to accommodation, dining and other activities to create a “critical mass” of activities</li> </ul>	
<i>Timing</i>	<ul style="list-style-type: none"> <li>3 to 5 years</li> </ul>	
<b>Concept 2:</b>		<b>Multi-Use Cultural Centre</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>Similar to above, but would include other components such as a sports centre, accommodation, camping, dining, meeting space, a craft centre.</li> </ul>	
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>Could be a new development, run by one of the Bands either on or off reserve, or could be an expansion/ addition to an existing complementary attraction.</li> </ul>	
<i>Location</i>	<ul style="list-style-type: none"> <li>Southern Alberta (Calgary and south)</li> </ul>	
<i>Timing</i>	<ul style="list-style-type: none"> <li>3-5 years</li> </ul>	
<b>IMPLEMENTATION ISSUES</b>		
<b>Potential Key Players</b>		
<i>Player:</i>	<i>Role:</i>	
Federal/Provincial Government	<ul style="list-style-type: none"> <li>Facilitate the feasibility and development/RFP process.</li> <li>Assist in partner relations and working with other government departments.</li> <li>Assist in obtaining funding.</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Assist in identifying possible locations and partners/aboriginal operators.</li> <li>Concept development.</li> </ul>	
Provincial Government Agencies	<ul style="list-style-type: none"> <li>Identify possible locations and specific opportunities.</li> </ul>	
CVB's	<ul style="list-style-type: none"> <li>Identify marketing issues and avenues.</li> </ul>	

**PRODUCT OPPORTUNITY 3 – ABORIGINAL CULTURAL CENTRE**

<b>Marketing Issues</b>		
<i>Objective:</i>	<i>Challenge:</i>	<i>Actions:</i>
<ul style="list-style-type: none"> <li>To create awareness for the new attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Limited awareness of aboriginal tourism products in the Province.</li> <li>Current aboriginal tourism marketing is fragmented and weak.</li> </ul>	<ul style="list-style-type: none"> <li>Create a stronger, centralized marketing organization for aboriginal tourism that helps to build awareness of the opportunities within the communities and then allows them to develop the product in accordance with market requirements.</li> <li>Develop an internet based strategy.</li> <li>Work with CVB's and the local hotel associations to assist in awareness building.</li> </ul>
<ul style="list-style-type: none"> <li>Create a critical mass of attractions/activities by partnering with other products.</li> </ul>	<ul style="list-style-type: none"> <li>Attracting appropriate project partners</li> </ul>	<ul style="list-style-type: none"> <li>Identify complementary attractions like a museum/tepee village and gift shop – cluster together.</li> </ul>
<ul style="list-style-type: none"> <li>Create excitement and interest in Aboriginal Culture products</li> </ul>	<ul style="list-style-type: none"> <li>Overcome perceptions of what some believe is the aboriginal "way of life"</li> <li>Up against competing/non-native attractions</li> </ul>	<ul style="list-style-type: none"> <li>Educate public on the traditional aboriginal way of life and history</li> <li>Show short films</li> <li>Partner with Parks Canada on interpreting aboriginal history</li> </ul>
<b>Potential Partnerships</b>		
<i>Partner:</i>	<i>Relationship and Role:</i>	
Fed./Prov. Government and other aboriginal economic development agencies	<ul style="list-style-type: none"> <li>Funding Support</li> </ul>	
Travel Alberta/ATTC	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>	
CVB's	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Marketing support and coordination of Aboriginal tourism in Alberta</li> </ul>	
<b>Operational Issues</b>		
<i>Issue</i>	<i>Action</i>	
Band Politics	<ul style="list-style-type: none"> <li>Demonstrate economic benefits of tourism.</li> </ul>	
Environmental Issues	<ul style="list-style-type: none"> <li>Work with Parks and other agencies to minimize impacts. Conduct an environmental impact assessment study as part of the feasibility process.</li> </ul>	
Staff training/resource capability	<ul style="list-style-type: none"> <li>An Alberta wide aboriginal tourism body to provide access to training programs together with educational institutions.</li> <li>Recruit aboriginals into SAIT/NAIT hospitality programs at educational institutions.</li> <li>Federal government programs.</li> </ul>	
Packaging	<ul style="list-style-type: none"> <li>Work with a central marketing organization like an Alberta wide aboriginal tourism body or the CVB's to assist in bringing players together.</li> </ul>	

**PRODUCT OPPORTUNITY 3 – ABORIGINAL CULTURAL CENTRE**

<b>Costs</b>			
Order of Magnitude Costs	<ul style="list-style-type: none"> <li>While the final costs will depend on the scope of the project, as a benchmark, the Lakeland development in Lac La Biche will cost an estimated \$4.8 million to build a full scale, multi-use centre.</li> <li>Costs for a new facility can range well into the tens of millions of dollars.</li> <li>Depending on quality, industry average ranges from \$76 per sqft. to \$187 per sqft. Average cost for this type of building is \$102 per sqft. according to the Marshall &amp; Swift Cost Manual</li> </ul>		
<b>Infrastructure Considerations</b>			
<i>Change Needed:</i>	<i>Action:</i>		
CVB or VIC's	<ul style="list-style-type: none"> <li>Local representation and coordination for packaging and marketing activities.</li> </ul>		
Signage	<ul style="list-style-type: none"> <li>Federal and provincial governments in conjunction with Travel Alberta to assist operators in developing and posting appropriate signage (highway and other).</li> </ul>		
<b>COMPARABLES</b>			
<i>Comparable</i>	<i>Location</i>	<i>Size</i>	<i>Description</i>
Didgeridoo University of Central Australia  <a href="http://www.aboriginalart.com.au/culture/tourism.html">www.aboriginalart.com.au/culture/tourism.html</a>	Alice Springs, Australia	3 directors, 5 Staff Award winning, fully aboriginally owned and operated community (700) enterprise	Aboriginal Music, Art, Cultural centre, restaurant, art and music classes, local tours of aboriginal sites
Tjapukai Aboriginal Culture Park  <a href="http://www.tjapukai.com.au/welcome.htm">www.tjapukai.com.au/welcome.htm</a>	North Queensland Australia	Capacity – groups up to 2000 persons, tourists, student and corporate groups 25 acres	Museum-theme park, (120 guests) Restaurant, (350) Dance Theatre, (100) Rain forest marquee, (800) Cultural tours
Hanson Pueblo Cortez Cultural Centre  <a href="http://www.cortezculturalcenter.org/tours.html">www.cortezculturalcenter.org/tours.html</a>	Cortez, Colorado, USA	Limited to 24 persons/group	Guided tour of archaeological sites, also museum and Art Gallery
Xats'ull Heritage Village  <a href="http://www.cariboo-net.com/xatsull/village.html">www.cariboo-net.com/xatsull/village.html</a>	Near Williams Lake, Fraser River, Caribou Country British Columbia	1 day to 12 day programs	History and construction of traditional native dwellings (pit-houses, tipis) Tour of the traditional fishing site with an explanation of various fishing methods Traditional food preparation Seasonal activities of the Shuswap people Customs/Language Arts and crafts activities Birch basket making workshops Lahal game/Storytelling by an Elder Sweat lodge

## PRODUCT OPPORTUNITY 3 – ABORIGINAL CULTURAL CENTRE

### NEXT STEPS TO BRING TO MARKET

- More detailed inventory and feasibility study and concept development.
- EAI assessment.
- Build the business case for investment in tourism infrastructure as a means of creating jobs and new businesses which are environmentally friendly.
- Identify potential partners and funding organizations.

## PRODUCT OPPORTUNITY 4 – PACKAGING

### OPPORTUNITY POSSIBILITIES

Concept 1:	One- Two Day Packages
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>• Example could be a day of canoeing combined with an overnight stay at Nakoda lodge, traditional native cuisine and a visit to a historical burial ground or tipi village.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>• Numerous existing and potential operators.</li> <li>• Local band level CVB brings operators together to package. This group liaises with an Alberta wide aboriginal tourism body or Provincial scale for marketing.</li> <li>• An Alberta wide aboriginal tourism body or similar organization facilitates developing packages; work with local tourism operators.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>• Focus on areas where existing native attractions/accommodation exist, such as Nakoda lodge, Head Smashed In. Close driving distance from Calgary/Edmonton to capture City visitor market.</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>• Immediate</li> </ul>
Concept 2:	Three to Five Day Packages
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>• These packages cater towards the North American drive market and/or Overseas fly/drive market.</li> <li>• Should have a number of different modular components like accommodation, dining, activity, visit to a cultural centre and/or local powwow.</li> <li>• A package of aboriginal activities that includes accommodation and dining that caters to National/Provincial Park visitors could leverage off the busy summer parks season.</li> <li>• Create packages to meet the growing demand for natural history and observing wildlife as well as authentic aboriginal cultural history.</li> <li>• Combine backcountry/wilderness experiences (i.e., hunting and trapping) with accommodation, dining and native cultural demonstrations (i.e., dances, powwows or festivals).</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>• Existing aboriginal tourism operators work together to create new packages.</li> <li>• Existing tour companies who want to expand product offering.</li> </ul>
<i>Location</i>	<ul style="list-style-type: none"> <li>• More remote settings; further from cities; Banff; Waterton Lakes; Kananaskis; Jasper</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>• Immediate</li> </ul>

**PRODUCT OPPORTUNITY 4 – PACKAGING**

**IMPLEMENTATION ISSUES**

**Potential Key Players**

<i>Player:</i>	<i>Role:</i>
Federal/Provincial Government	<ul style="list-style-type: none"> <li>• Research support</li> </ul>
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>• Assist in designing a framework for packages; bringing tour operators together and working with local communities to unite operators.</li> </ul>
Other Provincial Industry Associations	<ul style="list-style-type: none"> <li>• Identify possible hotel and other tourism partners.</li> </ul>
CVB's	<ul style="list-style-type: none"> <li>• Identify marketing issues and avenues. Facilitate the package development to create interesting packages at prices that will entice visitors from local and international markets.</li> </ul>
Canadian Tourism Commission	<ul style="list-style-type: none"> <li>• Information on how to develop effective packages and price points. See study entitled "Packaging and Marketing Festivals and Events".</li> </ul>

**Marketing Issues**

<i>Objective:</i>	<i>Challenge:</i>	<i>Actions:</i>
<ul style="list-style-type: none"> <li>• To enhance visitation to aboriginal tourism sites and products.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited awareness of Aboriginal tourism products.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a marketing strategy for aboriginal tourism and packaging.</li> </ul>
<ul style="list-style-type: none"> <li>• To increase the number of pre-packaged aboriginal tours.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate cooperation among aboriginal businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Develop local tourism associations or CVB's.</li> <li>• Increase participation in an Alberta wide aboriginal tourism body.</li> <li>• Demonstrate economic benefit of partnering and packaging</li> </ul>
<ul style="list-style-type: none"> <li>• Appropriate package development.</li> </ul>	<ul style="list-style-type: none"> <li>• Different market segments and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Packages could be built around sub-themes that are relevant to target markets like:                             <ul style="list-style-type: none"> <li>○ Eco-tourism – hiking, kayaking, canoeing, camping</li> <li>○ Adventure – hunting, rafting, trail riding</li> <li>○ Culture and history – visiting museum, powwow, sweat lodge, dining</li> <li>○ Experiential/learning – dance, native cuisine, interactive interpretative centre</li> </ul> </li> </ul>

**Potential Partnerships**

<i>Partner:</i>	<i>Relationship and Role:</i>
Fed. Government and other aboriginal economic development agencies	<ul style="list-style-type: none"> <li>• Funding Support</li> </ul>
Travel Alberta/ATTC	<ul style="list-style-type: none"> <li>• Marketing Support</li> </ul>
CVB's	<ul style="list-style-type: none"> <li>• Assist with Package development and ideas</li> </ul>
Local bands or tourism associations	<ul style="list-style-type: none"> <li>• Coordinate with local operators to identify package opportunities in the area.</li> </ul>

## PRODUCT OPPORTUNITY 4 – PACKAGING

Costs			
Order of magnitude costs	<ul style="list-style-type: none"> <li>Generally speaking, the costs of packaging are fairly minimal compared to other product opportunities. The costs are limited to marketing costs and can often be allocated from an existing budget. Depending on the level of participation and degree of marketing the cost per operator will likely be less than \$15,000. It should be noted that this is an on-going cost that would be incurred on an annual basis.</li> <li>The cost is limited only by the operators' willingness to contribute and the return on investment an operator receives. Costs could be as low as a few thousand dollars.</li> <li>The conduct of a packaging study may also be warranted. Depending on the scope of the study, the estimated cost is between \$50,000 to \$100,000.</li> </ul>		
Infrastructure Considerations			
<i>Change Needed:</i>	<i>Action:</i>		
CVB or VIC	<ul style="list-style-type: none"> <li>Local communities to establish better coordination and representation to assist with packaging and marketing.</li> </ul>		
COMPARABLES			
Comparable	Location	Size	Description
Chapoose Canyon Adventures  <a href="http://www.chapoose.com/deso.html">www.chapoose.com/deso.html</a>	Green River, Utah, USA	10 people per trip	Family river-rafting adventure through tribal lands to view ancient cultural items and rock art, abandoned ranches, and wildlife
Toledo Eco-tourism Association  <a href="http://www.belizehome.com/toledomaya/">http://www.belizehome.com/toledomaya/</a>	Belize, Central America	N/A	Jungle experiences with 9 linked Mayan villages, includes ruins and cave exploration, arts and crafts, village tours, music dancing and story-telling
Kispiox Adventures & Skeena Expeditions  <a href="http://www.kispioxadventures.com/">www.kispioxadventures.com/</a>	Northwest British Columbia	A company of Gitksan guides	<p>Explore traditional territory and observe culture. Trips are geared towards the average visitor and excursions are paced according to individual adventure level.</p> <ul style="list-style-type: none"> <li>Cultural - Kispiox Village Tours, Totem Poles, Salmon Barbecues</li> <li>River Drifting Trips</li> <li>Hiking Trips - Guided</li> <li>Fishing - Guided Fly Fishing</li> <li>Boating - Canoe Rentals</li> </ul>

<b>PRODUCT OPPORTUNITY 4 – PACKAGING</b>			
Wolf Creek Indian Village and Museum  <a href="http://www.indianvillage.org/index.html">www.indianvillage.org/index.html</a>	Bastian, Virginia USA	Costumed villagers	<ul style="list-style-type: none"> <li>• Visit the Indian Village</li> <li>• See Native American crafts demonstrated</li> <li>• See artefacts in the Museum</li> <li>• Walk on beautiful nature trails</li> <li>• Students can fashion beads from clay</li> </ul>
<b>NEXT STEPS TO BRING TO MARKET</b>			
<ul style="list-style-type: none"> <li>• Gather information from CVB's/CTC on package development and success factors.</li> <li>• Develop framework for packages/possible options that are consistent with target markets identified in this report.</li> <li>• Approach individual businesses to determine their level of support/commitment.</li> <li>• Design/develop specific package components and pricing/brochures.</li> </ul>			

<b>PRODUCT OPPORTUNITY 5 – RE-ENACTIVE /INTERACTIVE VILLAGES</b>	
<b>OPPORTUNITY POSSIBILITIES</b>	
<b>Concept 1:</b>	<b>Interactive Village</b>
<i>Opportunity Overview</i>	<ul style="list-style-type: none"> <li>• This attraction would essentially consist of an aboriginal settlement recreated to reflect an actual settlement as it may have stood in a chosen time period.</li> <li>• The village would be designed to provide visitors with the opportunity to see the aboriginal way of life in the chosen period. Elements that might be portrayed include living conditions, daily tasks, roles of different members of the tribe, diet, processes for making/preparing things and more.</li> <li>• Visitors should feel as though they participated in an authentic experience.</li> <li>• An example would be a full recreation of a village where staff play the role of different tribe members going about their daily routine. Visitors would walk around the village and interact with the various characters who would explain what their role is, what it is they are doing and explain any special processes or rituals around what they do. It would be similar to a pioneer village such as Upper Canada Village in Ontario.</li> <li>• The attraction may also incorporate plays, dances, interpretive signage and technology to help better tell the story.</li> <li>• Visitors may be offered the opportunity to participate in some activities such as cooking, helping to build a canoe, dog sledding, building a tipi and visiting a sweat lodge, giving them a hands-on learning experience.</li> </ul>
<i>Potential Operators</i>	<ul style="list-style-type: none"> <li>• Would likely be a new development, run by one of the Bands either on or off reserve. Could also be an expansion/addition to an existing complementary attraction.</li> <li>• Should be situated close to accommodation, dining and other activities to create a "critical mass" of activities.</li> </ul>

<b>PRODUCT OPPORTUNITY 5 – RE-ENACTIVE /INTERACTIVE VILLAGES</b>		
<i>Location</i>	<ul style="list-style-type: none"> <li>South/central location such as the Kananaskis/Foothills area, Chinook Country, Waterton or on the outskirts of Calgary or Northern Alberta/Jasper area.</li> </ul>	
<i>Timing</i>	<ul style="list-style-type: none"> <li>3 to 5 years</li> </ul>	
<b>IMPLEMENTATION ISSUES</b>		
<b>Potential Key Players</b>		
<i>Player:</i>	<i>Role:</i>	
Federal Provincial Government	<ul style="list-style-type: none"> <li>Facilitate the feasibility and development/RFP process.</li> <li>Assist in partner relations and working with other government departments.</li> <li>Assist in obtaining funding.</li> </ul>	
Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Assist in identifying possible locations and partners/aboriginal operators.</li> <li>Concept development.</li> </ul>	
Provincial Government Agencies	<ul style="list-style-type: none"> <li>Identify possible locations and specific opportunities.</li> </ul>	
CVB's and Provincial Aboriginal Tourism Body	<ul style="list-style-type: none"> <li>Marketing support and coordination of Aboriginal tourism in Alberta Marketing and awareness building, potential packaging opportunities.</li> </ul>	
<b>Marketing Issues</b>		
<i>Objective:</i>	<i>Challenge:</i>	<i>Actions:</i>
<ul style="list-style-type: none"> <li>To create awareness for the development</li> <li>Target new markets</li> </ul>	<ul style="list-style-type: none"> <li>Weak awareness for aboriginal tourism in the Province.</li> <li>Current marketing is fragmented and limited.</li> </ul>	<ul style="list-style-type: none"> <li>Create a stronger, centralized marketing organization for aboriginal tourism.</li> <li>Should be an internet based marketing strategy.</li> <li>Work with CVB's, Travel Alberta and the Local hotel associations to assist in awareness building.</li> </ul>
<ul style="list-style-type: none"> <li>Create a critical mass of attractions/activities by partnering with other products.</li> </ul>	<ul style="list-style-type: none"> <li>To attract the appropriate product partners.</li> </ul>	<ul style="list-style-type: none"> <li>Use an organization like an Alberta wide aboriginal tourism body to facilitate process and create framework for packaging.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on the most important segment for the product – you will get the biggest return on investment by focusing your spend on the important segments.</li> </ul>	<ul style="list-style-type: none"> <li>For example, Germans and other Overseas visitors are interested in learning about authentic aboriginal culture. They are the most likely to visit a cultural centre/ interactive centre.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research into their media habits of these segments – what magazines do they read; internet sites.</li> </ul>
<b>Potential Partnerships</b>		
<i>Partner:</i>	<i>Relationship and Role:</i>	
Fed./Prov. Government and other aboriginal economic development agencies	<ul style="list-style-type: none"> <li>Funding Support</li> </ul>	
Travel Alberta/ATTC	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>	
CVB's	<ul style="list-style-type: none"> <li>Marketing Support</li> </ul>	
<b>Operational Issues</b>		
<i>Issue</i>	<i>Action</i>	
Band Politics	<ul style="list-style-type: none"> <li>Demonstrate economic benefits of tourism.</li> </ul>	
Environmental Issues	<ul style="list-style-type: none"> <li>Work with Parks and other agencies to minimize impacts. Conduct an</li> </ul>	

**PRODUCT OPPORTUNITY 5 – RE-ENACTIVE /INTERACTIVE VILLAGES**

	environmental impact assessment study as part of the feasibility process.		
Staff training/resource capability	<ul style="list-style-type: none"> <li>• An Alberta wide aboriginal tourism body to provide access to training programs together with educational institutions.</li> <li>• Recruit aboriginals into SAIT/NAIT hospitality programs at educational institutions.</li> <li>• Federal government programs.</li> </ul>		
Packaging	<ul style="list-style-type: none"> <li>• Work with a central marketing organization like an Alberta wide aboriginal tourism body or the CVB's to assist in bringing players together.</li> </ul>		
<b>Costs</b>			
Order of magnitude costs	<ul style="list-style-type: none"> <li>• Depending on quality, industry average ranges from \$76 per sqft. to \$187 per sqft. Average cost for this type of building is \$102 per sqft. according to the Marshall &amp; Swift Cost Manual.</li> <li>• Cost will also vary depending on the number and type of exhibits.</li> </ul>		
<b>Infrastructure Considerations</b>			
<i>Change Needed:</i>	<i>Action:</i>		
CVB and VIC's	<ul style="list-style-type: none"> <li>• Need local coordination and representation for packaging and marketing efforts, as well as for delivery of programs for training and education.</li> </ul>		
Signage	<ul style="list-style-type: none"> <li>• Provincial and Federal governments in conjunction with Travel Alberta to assist attraction in the development of appropriate signage.</li> </ul>		
<b>COMPARABLES</b>			
<i>Comparable</i>	<i>Location</i>	<i>Size</i>	<i>Description</i>
Tamaki Maori Village <a href="http://www.maoriculture.co.nz/index.html">www.maoriculture.co.nz/index.html</a>	South of Rotorua, New Zealand	Accommodates overnight groups of up to 60	Sacred performances, overnight stay in Maori village with cultural experiences and meals, small group arts and craft workshops and Marketplace
Metlakatla Tours <a href="http://tours.metlakatla.net/index.html">http://tours.metlakatla.net/index.html</a>	Alaska, Metlakatla Village West Side of Annette Island	Full service tour	Dinner of Fresh Alaska Salmon baked over an Alder Lively Tribal dance performance in full regalia at the long house Meet famous Tsimshian artists and craft makers Tour Alaska's only native Reserve with a local Tribal member as your guide
Wanuskewin Heritage Park <a href="http://www.wanuskewin.com/">www.wanuskewin.com/</a>	Opimahaw Valley, South Saskatchewan River Saskatchewan	Large Tipi Village	Total live-in First Nations cultural experience. History, dancing, archaeological, dining included
'Ksan Historical Village and Museum <a href="http://www.ksan.org/village.html">www.ksan.org/village.html</a>	Hazelton, British Columbia	N/A	Replicated ancient Gitskan village, theater, museum Performing arts group conducts an ancient Potlach ceremony and feast in which the guests participate

## PRODUCT OPPORTUNITY 5 – RE-ENACTIVE /INTERACTIVE VILLAGES

### NEXT STEPS TO BRING TO MARKET

- More detailed inventory and feasibility study and concept development
- EAI assessment
- Build the business case for investment in tourism infrastructure as a means of creating jobs and new businesses which are environmentally friendly.
- Identify potential partners and funding organizations

## Implementation Summary

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The aboriginal tourism industry in Alberta is at an early stage in its development. To grow, it must adopt a strategy to gradually improve its coordination, co-operation and marketing efforts as well as its overall product offering. Alberta currently has a number of strong aboriginal tourism sites and areas. However, operators and aboriginal owners need to work together and become more closely aligned to bring the industry together and to leverage marketing efforts.

The aboriginal tourism owners clearly need to take more of leadership role in growing the industry. One recommendation might be for each band or local area with an interest in aboriginal tourism, to create their own aboriginal tourism organization or “CVB”. This group would act as the central body for that region to market, coordinate and package their activities and products. A broader, provincial organization would also exist (similar to Travel Alberta) to bring together all of the CVB’s under one umbrella. This central body would be responsible for coordinating amongst the local organizations, marketing Alberta as a destination for aboriginal tourism and assisting with capability development such as resource training and marketing. Both ABC and AED can then help to facilitate and work with the various aboriginal tourism groups and the overseeing body to identify specific product opportunities and provide them with the resources they need to help develop the opportunity.

The bottom line is that for the aboriginal industry to grow, buy-in and consensus among the various players (aboriginal operators, bands, chiefs etc.) is critical. The major challenges of marketing, training, social issues and education also need to be addressed. However, given recent travel research that shows a high degree of interest in aboriginal tourism and authentic experiences, and Alberta’s strong product base, it clearly makes sense to make an effort to grow the industry and attempt to bring the various groups together.

The Alberta aboriginal tourism industry can learn from other destinations like British Columbia, NWT, Ontario, Montana, South Dakota, Utah, New Mexico etc. to understand how the native people representing those areas have developed their tourism industries.