



Arctic Development
Library

***The Native Tourism Product - A Position
Paper***

***Type of Study: Policy Material/related
Library***

Date of Report: 1988

Author: Canada - Tourism Canada

Catalogue Number: 11-55-91



Tourism Canada

Tourisme Canada

11-55-91

9-55-91

CS

TEE NATIVE **TOURISM** PRODUCT

- **A** P O S I T I O N **P A P E R** -

Canada

THE NATIVE TOURISM PRODUCT

- A P O S I T I O N P A P E R -

Prepared by:

Tourism Canada
March 10, 1988

THE **NATIVE** TOURISM PRODUCT

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
EXECUTIVE SUMMARY	1
INTRODUCTION	3
BACKGROUND	4
RECENT INITIATIVES	5
PRODUCT ANALYSIS	6
POTENTIAL DEMAND	10
POTENTIAL SUPPLY	12
RECOMMENDATIONS	14
CONCLUSIONS	18

LIST OF ANNEXES

- A. Provincial/Territorial Projects
- B. Native Council of Canada Projects
- c. Product Description
- D. Government Programmas
- E. Successful Projects - Canada
- F. Successful Projects - U.S.A.
- G. Principles of Native Cultural Tourism
- H. Overseas Cultural Sub-Groups

THE NATIVE TOURISM PRODUCT

EXECUTIVE SUMMARY

This position paper presents Tourism Canada's preliminary assessment of the Native tourism product, and outlines the proposed developmental role for Tourism Canada. These are concluded on the basis of the product analysis to date and of the results of collaborative efforts with the Native Council of Canada (**NCC**), Department of Indian and Northern Development (**DIAND**), other government departments, agencies and regional offices, provincial/territorial governments and other Native organizations.

Defining the Native product as an **ethno-cultural** based product which emphasizes the traditional aboriginal way of life of Canada's Indians, **Métis** and **Inuit**, Tourism Canada has undertaken to assess the potential of developing a high quality Native product which will contribute to the international competitiveness of the Canadian tourism product mix as a whole. Drawing on the results of the study in the U.S.A. Pleasure Travel Market, of the recently completed study in Canada's major overseas pleasure travel markets, of the results of extensive secondary research, Tourism Canada officials assessed the supply and demand potential of a Native product line, examined the economic, cultural, environmental, and social impacts associated with tourism development and undertook a competitive analysis of the Native product.

While the in-depth **analysis** is not completed, sufficient information has been gathered to draw certain conclusions as to the status and potential of the existing product and to state Tourism Canada's position **vis-à-vis** the Native product. The salient points are highlighted below:

1. The existing Native product is underdeveloped but, given the demand for the product from the large foreign touring and urban markets, and the culture/adventure segments, there **is** the potential to enhance Canada's international competitiveness. Development should not only consider economic factors but also the cultural, environmental and social impacts of cultural-based tourism products.
2. While interest exists by Natives and governments in developing the product, barriers, such as lack of knowledge of the tourism sector, lack of business and hospitality skills, poor access to financing and poor communication links among Natives, Native groups, and the tourism industry, will have to be addressed.
3. Native products must be packaged and promoted in different ways depending on the market for whom they are targeted. For example, where the target is the touring market, Native products would be promoted as part of an overall mix of touring attractions which would include non-Native products.

4. Tourism Canada has a role to play in the development **of** the Native product by disseminating to client groups relevant information such as commercial intelligence and research analysis; by facilitating communication among Natives, governments and the tourism industry through advocacy and liaison; by undertaking relevant research projects; by collaborating with client groups **in** skill development, and by examining ways to promote the Native component of the Canadian tourism product.
5. Tourism Canada wishes to enter into bilateral discussions with each province and territory concerning the projects submitted since the last Ministers' meeting. The objective will be to select the most promising project(s) and to develop action plans which will define respective roles.

In the final analysis, while there exists a demand for a quality Native product and the potential to develop and market it, the true impetus behind such development must be the Native people. Total involvement by Natives in the planning and operation of any cultural product is essential if success is to be achieved.

INTRODUCTION

The purpose **of** this paper is to present the results to date **of** Tourism Canada's analysis of the Native tourism product and Tourism Canada's position concerning the product. This paper is not the completed in-depth product analysis. With this in mind, it is important to note the following:

1. The NEDP has just completed a seven-month in-depth consultation process with Native peoples as part of a review of the **efficacy of** its programs and delivery. Implications for tourism and Tourism Canada are possible.
2. **DRIE**, as a whole, is reexamining **its** various programs and the process - currently in progress - **may well** have **program** implications for Tourism Canada.
3. Some conclusions and comments will - by necessity - be subjective in nature and certain assumptions had to be made in stating Tourism Canada's position and future course of action **vis-à-vis** the Native product.

BACKGROUND

At the last Federal-Provincial/Territorial Meeting of Tourism Ministers held at Quebec City in June 1987, Minister **Valcourt** stated:

"AS tourism evolves into the world's leading industry by the turn of the century, we must ensure that our country is well **positioned.**"

Canada's competitive edge can be achieved not only by the variety, quality, price and performance of its product offerings, but also by its willingness to explore and take advantage of new and unique areas of opportunity.

The Native tourism culture, because of its distinctiveness, represents a Potential competitive opportunity for Canada. There are indications that there may be a significant demand among foreign visitors to experience more of Native-Canadian culture. The results of recent studies conducted by Tourism Canada in the USA and overseas (Japan, France, UK and Germany) markets indicate that "experiencing a different culture" is an important decision criterion in choosing a specific destination. According to James R. MacGregor, Tourism Planner for MacLarean Plansearch, "**tourists** are very often interested in the lifestyles of indigenous people. Social and cultural events are often amongst the most satisfying recollections of individual travelers once they return home. Yet, opportunities to develop a wide variety of authentic social and cultural experiences for visitors have largely been overlooked in Canada and in many areas of the United States".

While the tourism product based on Native culture is underdeveloped in this country, there is a growing awareness among Natives and governments of an increasing interest by the non-Native population in Native cultural activities. In addition, there now seems to be interest among Natives in becoming more involved in cultural tourism.

With this in-mind, Tourism Canada has undertaken to explore native tourism, with the objective of assessing the potential of Native culture to attract tourists as an added dimension to Canada's product line, and of determining the best role for Tourism Canada in order to achieve appropriate product development to meet both tourists' and Native people's expectations. The mandate of Tourism Canada is to develop and promote the international competitiveness of the Canadian tourism product. Therefore, this initiative is aimed at the identification and development of a high **calibre** Native product.

Given that the cultural dimension, such as history, music, arts, crafts, lifestyles, is the element on which tourist interest is based, Tourism Canada has defined the Native tourism product as "**any structure, object, site, installation or activity which represents the distinctive character, the history, the culture and the different ways of life of the Native peoples of Canada and which attracts or has the potential to attract tourists, either on its own or as one component of a larger product mix.**"

...5

RECENT INITIATIVES

In addition to the ongoing Native product assessment process by Tourism Canada officials, Tourism Canada has undertaken several other related initiatives and activities, the results of which will be fed into the product analysis. The following briefly describes these activities.

Tourism Canada, in collaboration with Environment Canada-Parks, has just recently let a contract of 129 thousand dollars for the preparation of a tourism development plan for the Queen Charlotte Islands. The plan, premised on the establishment of a National Park and National Marine Park in South Moresby, includes among its objectives, a recognition of the history and culture of the **Haida** as a preeminent theme underlying tourism development. The contractor is to work in close cooperation with the Haida liaison officer to ensure a clear articulation of the **Haida's** role in the tourism plan. A **final** report **is** to be **submitted** within the next **six** months.

At the last Tourism Ministers' Meeting, it was agreed that each province and territory, in collaboration with representatives of Native people, would identify possible Native tourism projects intended to emphasize cultural uniqueness. The selected projects, with pertinent recommendations and action plans, would be submitted for consideration at the March '88 Conference after being consolidated by Tourism Canada (See Annex 'A' for summary of results).

Complementary to this activity, Tourism Canada, in collaboration with the Native Council of Canada (**NCC**), undertook to identify four high quality potential projects and to develop action plans to bring these projects to marketable status (see Annex 'B' for summary of results).

These three initiatives are expected to provide information on potential **high-calibre** projects for developmental consideration and to indicate how government and Natives can most effectively bring tourism and traditional Native cultures together.

Earlier in 1986, Tourism Canada, through a contract with the Native Council of Canada, had undertaken to identify the existing Native tourism product for Metis and non-status Indians, as well as to seek ideas for future products. Simultaneously, Tourism Canada, **through** consultations with DRIE regional offices, **DIAND** regional offices, provinces and territories and national Native organizations had gathered information on the tourism product related to status Indians and **Inuits**.

PRODUCT ANALYSIS

Overall Assessment

The results to date of the analysis being conducted by Tourism Canada officials and the above initiatives permits a preliminary assessment summarized as follows:

- 1) The tourism products and services offered by Natives include the following:
 - outfitting and guide services for hunting and fishing and canoeing
 - other leisure and recreational activities; for example, ski hills, marinas, golf courses
 - arts and crafts
 - festivals and **pow-wows**
 - mus eums
 - historic and archeological sites
 - recreated Native villages and settlements
 - accommodation, restaurants and transportation
 - specialty products; for example, participating with Natives in traditional activities such as trapping, dog sledding, craftwork, food preparation (See Annex 'C' for further discussion).
- 2) The Native tourism product is highly fragmented and largely underdeveloped, and on the whole, **high-calibre** Native culture products are virtually **non-existent**.
- 3) Many Native tourism-related businesses are undifferentiated from non-Native businesses; with many emphasizing outdoor recreation. For **example**, restaurants, **campgrounds, hunting and fishing camps**, ski hills.
- 4) There exists a general lack of knowledge of the tourism sector in general and of the means to attract tourists. There are bands/communities who have considered undertaking a tourist project with neither an understanding of the necessary requirements to achieve success nor of the potential environmental, social and cultural impacts. Often there are unrealistic expectations of the potential benefits to be derived from tourism.
- 5) The lack of business management skills has proven a major difficulty for Natives interested in tourism or any other business for that matter.
- 6) The lack of communication among Native groups as to Native tourism proposals for their regions can lead to duplication of effort or non-complementary development. For example, the planning of three Indian villages by three separate bands in the same region of one province.

...7

- 7) There is a lack of capital or difficulty in accessing financing. This is particularly true for those interested in creating a business on a reserve. (The Indian Act does not allow status Indians living on reserves to secure loans with the capital assets of the Reserve thus making it difficult to obtain loans from financial institutions.) Native enterprises do, however, have recourse to a number of government funded assistance programs (See Annex 'D' for more comment).
- 8) The isolation/remoteness of a large number of communities also constitutes a barrier to tourism development by making access to capital markets difficult, by lacking transportation links suitable to tourism needs, by having poor access to training facilities, and by lacking other tourism infrastructure.
- 9) There is a widespread interest among the Native population in becoming more involved in tourism.
- 10) There is potential for the development of a high-quality Native tourism product.

As mentioned, the Native product is largely underdeveloped and presumably unable to meet the potential demand believed to exist for such a product. Nonetheless, there are some notable exceptions. For example, the **K'san** Project in Hazelton, B.C. was founded in the late 1960's, and is today a million dollar business.

In **1984**, the Huron Village, outside of Quebec **City**, was responsible for a major festival - Pow-Wow '84 - involving many Native nations and over 500 participants which focused on promoting Native values and way of life. Competing "head-on" with the Festival of Tall Ships, the week-long event drew 180,000 people.

Another successful example is **Sainte-Marie** Among the Hurons, a reconstruction of a Jesuit mission in **Huronia** featuring candle-lit **tours**, theatre, animation, and other activities.

There are also a number of culture-adventure product offerings particularly in the northern part of the country. For example, one can spend a week in an **Inuit** summer fishing camp, living and sharing their way of life.

(See Annex 'E' for more details on these products)

Marketing and Promotion

Current marketing efforts are relatively uncoordinated. Given that the Native product is fragmented and undeveloped, there is really little to market. Nonetheless, for those products currently in the marketplace, marketing is generally carried out or financed by provincial and federal agencies, through booklets, brochures, participation in trade

shows, and other promotional activities. For example, in Quebec, DIAND has sponsored and is still sponsoring visiting journalists. The promotion of existing products tends to be undertaken in the absence of an overall marketing strategy by government agencies who act independently of each other.

As a large percentage of the northern population, the Native cultures of the north constitute a major component of the advertising and travel brochures for the region, particularly in the Northwest Territories. Here, the Native culture-adventure products are actively promoted by the Territory and packaged by several different wholesalers. The , northern product which is also offered by the Yukon, Northern Quebec and Labrador, is, generally, positioned to attract the relatively small, but high margin culture-adventure market segment who are willing to pay a premium, to travel to a remote area, and to experience Native culture by sharing in day-to-day activities conducted in traditional ways.

In the major touring corridors and destinations of southern Canada where Natives constitute a much smaller percentage of the general population, there is much less emphasis on the Native culture. What products do exist are generally promoted independent of each other without any apparent strategy behind these activities. Generally, these may be positioned to attract the larger touring markets of the U.S.A. and overseas for whom distance and price are more important and for whom the Native product would constitute but one component of their travel experience. Products include reconstructed villages, museums, historic sites, **pow-wows, etc.**

Competitive Analysis

The competitive analysis is as yet still in progress, however, the following observations have been made. The USA is regarded as the only direct competitors to the Canadian Native product for the overseas, as well as the American and Canadian travel markets. For most of the North American continent, with the exception of the most northerly and the most southerly areas, there is little to differentiate the Native cultures of both countries since tribal lines respect no borders. The various distinct cultures among Natives existed long before the establishment of national boundaries. For example, - culturally-speaking - there is no difference between the Mohawks of Southern Ontario and those of Upper New York State. The competitive advantages for the Native Canadian product are intrinsically linked with the competitive advantages of the Canadian tourism product as a whole as revealed in the USA and overseas market studies. Certainly, a fact in Canada's favour is that the Native product in the USA is also underdeveloped although successful products can be found such as, **Tillicum** Project and Cherokee Nation. (see Annex 'F' for more details). The opportunity exists for Canada to take the initiative in the development and marketing of a high quality Native product line.

Economic Analysis

There is no information available which provides an indication of the current economic impact, i.e. employment and revenue of the existing Native-cultural product. The **DIAND** data bank has very few culturally-based businesses listed and almost all of the responses to the national survey conducted by the NCC of **Métis** and non-status Indians were related to service and wilderness type operations. It is impossible, therefore, to assess the current economic contribution of the Native cultural product. (With regard to arts and crafts, however, we do know that there already exists a huge demand with sales figures in the tens of million of dollars.) In the absence of detailed data on the economic benefits of projects identified by the provinces/territories and the **NCC** (on behalf of Tourism Canada), an estimate of the economic potential of the Native cultural-product for Canada is also not possible. Such analysis will have to be undertaken on a project-by- project basis.

The success of such examples as **K'san**, Pow-Wow '84 and **Sainte-Marie** Among the Hurons and the multi-million dollar business of arts and crafts, indicate that while non-quantifiable at this time, there are net economic benefits to be gained for Canada as a whole and for Natives and Native communities from the development of our Native cultural products. It must be recognized, however, that cultural tourism alone will not resolve all the economic problems of Native people but must be regarded as one possible development option among many.

Environmental, Social and Cultural Impact Analysis

Native tourism must be compatible with traditional lifestyles. Concerns over conflict in the use of subsistence resources and maintaining the quality of the environment, minimizing the impact on the present way of life and ensuring respect for and knowledge of Native culture must be addressed and acceptable limits established by the community involved. Mr. James R. MacGregor, in a workshop presentation entitled "The Opportunity for Native Tourism Development in North America", outlined certain basic premises on which cultural tourism development must rest as well as suggested principles to be followed in proceeding with a development. (These are listed in Annex 'G'.) The bottom line is that the impetus for cultural tourism development of our Indian and **Inuit** heritage must originate with Native people. Total involvement by Natives in the planning and operation of a project **is a critical factor if there is to be success.**

POTENTIAL DEMAND

Tourism Canada has every indication that there is a significant potential demand for a Native-Canadian product. The recent studies in the United States, European and Japanese pleasure travel markets revealed that experiencing a different culture ranked as one of the more important decision factors in selecting a destination or tourism product line.

In an analysis by Tourism Canada of the attributes sought by the American and overseas markets in tourism destinations and product lines such as city, heritage, areas, **rural** and outdoor, the attribute "different cultural groups"* was specifically mentioned in all but the city product line although it was implied through reference to a "local festivals" and "historic sites".

The U.S.A. Market

The U.S.A. is Canada's largest international **market**,¹ for whom Canada represents an opportunity to experience a foreign culture market. The major market segment is the touring market which constitutes 37% of total American trip nights to Canada with one in five involving a package deal. There is also a growing segment of the U.S. market who seek the 3 to 4 day urban experience. Given the existence of Native tourism products in the U.S.A., it is expected that similar products in Canada may not have the same appeal to American visitors as for the overseas visitors. Here, quality Native-cultural products must be positioned to integrate into existing product lines geared to attract the American touring and urban markets and to take advantage of the more general non-Native interest in Native culture, thereby presenting an opportunity to increase our share of the lucrative American international-tourism pie.

The Overseas Markets

One of the findings in the overseas market study revealed that, while "different culture" was generally a factor in any destination selection, there were touring sub-groups categorized as "Culture and Nature" and "Culture and Comfort" (Germany did not have this group) within each country studied for whom cultural considerations were singled out and weighted somewhat higher in importance than the national average. The total for these two sub-groups is almost 3 million people. (For descriptions of each of these groups by country, see Annex 'H'). It must be noted that there were other sub-groups such as the outdoor sports and urban groups for whom traditional native culture would be attractive. These represent an additional 2.3 million people.

¹ In **1986**, **87%** of all foreign visits of one or more nights were made by American residents - or 14.3 million - who generated \$4.5 billion in travel receipts.

Again, the Native product must be positioned to integrate with existing product lines which attract the overseas touring and urban markets. In addition, because of its cultural distinctiveness within Canada and uniqueness world-wide, there are opportunities for Native products to attract, on their own merit, other overseas markets segment such as the outdoor adventure segments. Here the product would be packaged and promoted as the opportunity to experience first-hand-traditional ways of life in the outdoors and/or wilderness.

Canada, while still retaining its traditional image of a beautiful, scenic country, is perceived by its major international markets as offering a unique foreign attraction, and a culturally diverse place to visit. Building on this strength and on the expressed desire for distinctive cultural experiences, a high-quality, well-packaged and well-promoted Native product should increase Canada's international marketshare (currently at about 4%) through increased awareness of distinctive Native cultures and by offering the means to experience them.

POTENTIAL SUPPLY

In assessing the potential for Native product development, it **is** necessary to examine whether there are sufficient human resources, i.e. Natives, to provide the product, the willingness and capability of Natives to develop a high quality cultural tourism product, and the willingness of industry and government to participate in this development.

Although constituting a little over 4% of the total population, Natives inhabit all regions of Canada. The Native population is distributed as follows:

Status Indians: There is an estimated 350,000 status Indians made up of 592 Bands of varying sizes. Approximately 60 % of them live on 2,242 reserves and an additional 10% on Crownland. These are generally situated in rural or remote locations.

Non-Status and Metis: The Native Council of Canada estimates that the actual combined total of both **groups** is between 500,000 and 1 million. Approximately 84% of the **Metis and** non-Status Indian population live in the Prairie provinces. Metis and non-status Indians tend to be more urban with 60-70% living in urban centres. Note: Due to recent legislative changes, an estimated 50,000 non-status Indians could be reinstated as status Indians.

Inuits: There are approximately 27,000 **Inuit** and **Inuvialuit** (Western Arctic) of which some 20,000 live in the Northwest Territories, 5,000 in Northern Quebec and 2,000 in Labrador.

It is therefore, conceivable to have a Native cultural product almost anywhere in the country whenever demand presents itself. **..from** urban centres to wilderness locations, from the north to the major touring corridors **of the** south.

Not only are Natives to be found in all regions of Canada, there is an increasing interest by many Native groups in the development of tourism products based on their cultural activities and way of life. Additionally, both federal and **provincial/territorial** levels of government have expressed an interest in developing the product. There is certainly a willingness to explore the possibilities. (The private sector, i.e. industry associations, wholesalers, packagers, **etc.**, have yet to be consulted but it is expected that high quality, viable products will be of interest to them. They will be contacted for their opinions and suggestions.) This interest, coupled with the suggested projects derived from the submissions contained in Annexes 'A' and 'B', and existing products such as in Annexes 'E' and 'F', support the position that a high quality Native product line is possible.

While Native tourism development potential exists, there are, however, barriers to development which must be addressed. As mentioned earlier, poor communications among Native developers and with the tourism industry, difficulty in accessing financing, lack of information by Natives on the tourism sector and markets, and the lack of the necessary specialty/business skills serve to impede development. These problems are not **unique** to Native projects, but they still constitute a significant barrier and solutions have to be sought if quality Native tourism development **is** to occur.

Another barrier to development for which there may be no solution **is** the possible incongruity between an opportunity and the desired level of cultural intrusion of non-Natives. While the growth in the pride of their traditional ways has culturally strengthened them, there may still be concern among Natives - particularly in smaller or more close-knit communities - of an erosion of their way of life that such exposure may bring. Therefore, it is conceivable that an excellent opportunity, from a purely commercial stand point, may not be realized owing to concerns over cultural Integrity. This must be respected.

RECOMMENDATIONS

Based on the assessment to date of the development potential of a Native cultural tourism product - the demand, supply, barriers to development, opportunities, etc. - recommendations can be made concerning product positioning and Tourism Canada's role in the development of the Native product. It is important first to reiterate Tourism Canada's mandate of developing and promoting the international competitiveness of the Canadian tourism product as a whole, thereby contributing net economic benefits to Canada. The Native product, is therefore, viewed from the perspective of its potential to improve the current product mix in order to increase Canada's marketshare of international tourism.

Product Positioning

As the Native product remains largely underdeveloped within or near our touring corridors and destination areas, and given that this is where a significant demand from the touring and urban markets is likely to occur, emphasis should be given, at this stage, to the development of the Native product in these areas. This does not necessarily preclude support to the development of high quality specialty products which would be located outside of these areas and would appeal to lower-volume, high margin market segments.

It is important, because of the differences between the touring, urban and specialty markets, that the products for each be positioned and promoted differently. For example, while Native products offer a distinctive **element** to the Canadian tourism mix, those products aimed at the touring and urban markets must be integrated with non-Native products to take advantage of the critical mass effect offered by aligning with other complementary products and services. Greater communication and cooperation among area vendors and packagers is needed. For specialty products having sufficient appeal on their own to attract tourists, such as the adventure/outdoor cultural markets, targetted promotion to reach these narrowly defined markets is paramount.

The Role of Tourism Canada

Tourism Canada, with its global perspective and resources, is in a position to play an important role in the achievement of a well-developed, high quality Native tourism product. It is Tourism Canada's intention to become an active participant in the development of the Native product through the areas of information and expertise, advocacy and liaison, marketing, **skills** development, and, if deemed necessary and within policy constraints, through programming and specific project development.

1. Information and Expertise

Tourism Canada will serve as a focus of information and expertise through research, analysis and commercial intelligence to assist all concerned in the planning of appropriate product development. Tourism Canada will continue its present product analysis by completing:

- the identification of market-ready products, near-market ready product and new opportunities and their developmental needs;
- the market analysis;
- the identification of marketing needs;
- the identification of existing and potential wholesalers;
- the identification of skill development/training needs and existing training tools;
- the examination of known competitors.

2. Liaison and Advocacy

Tourism Canada will work toward the improvement of the lines of communication among other federal departments, other levels of government, the industry and **Natives** to facilitate a coordinated approach to planning development and marketing.

3. Training and Development

Tourism Canada will work with other federal departments and agencies to develop appropriate mechanisms to help resolve gaps in the areas of knowledge of the tourism industry, service **skills** in dealing with tourists, and tourism management skills.

4. Marketing

Tourism Canada, in collaboration with its partners in both the private and public sector, will assist in the marketing and promotion of existing high quality Native products.

Tourism Canada will, as the Native product develops, examine ways to include increased emphasis on the Native product in its international advertising campaigns.

5. Programming

There are three possible program options for Tourism Canada with regard to the development of the Native product:

- a) maintain the status quo
- b) accord Native cultural tourism projects, special status within existing tourism development programs and reallocate monies to fund Native projects
- c) establish a Native tourism development program with funding incremental to existing programs

At this point in time, it is impossible to take any specific programs action. The DRIE program review currently in progress, and the pending results of the NEDP's nationwide consultation concerning its program are expected to have implications for existing tourism programs. This, coupled with the fact that the product assessment by Tourism Canada is not yet complete, makes changes to existing programs or the creation of new ones unrealistic.

Existing programs such as those related to the Western Diversification Office and Tourism Development Sub-Agreements are available sources of finding.

Tourism Canada will, on the basis of the results of these reviews and on the outcome of this Tourism Ministers' Meeting, **re-examine** programming options related to the Native product.

6. Specific Project Development

a) Projects Identified by the NCC:

Until all the information as per the contract has been received, Tourism Canada is not in a position to determine the type and level of support to be provided. The final report will be submitted by the NCC by or on March 31, 1988.

b) Projects Identified by the Provinces/Territories:

Tourism Canada will, with the cooperation of each province and territory, identify the most likely **projects**¹ for further consideration and begin bilateral discussions to develop appropriate courses of action.

¹ All provinces and territories have made submissions. Over 50 projects were submitted in varying degrees of development and description. As details were not provided by many provinces/territories, further discussion between Tourism Canada and the respective proponents are necessary.

CONCLUSIONS

While the in-depth analysis of the Native tourism product remains to be completed by Tourism Canada officials, the assessment process to date, with the collaboration of other federal and provincial/territorial governments and Native associations, has been extensive. The remaining information is expected to provide more quantified data, to identify specific products for development, and to enable the development of precise action plans. It is also expected to support Tourism Canada's position **vis-à-vis** the Native product as expressed in the following conclusions:

1. There is a demand for more Native cultural products.
2. There is an interest by Natives in becoming more involved in cultural tourism.
3. Federal, provincial and territorial governments have expressed an interest in the development of a quality Native product.
4. While Canada **does** have a few quality Native cultural products already in **existence**, on the whole, the Native-Canadian product is underdeveloped.
5. Our **closest** competitor, the mainland U.S.A., has not **fully** developed its Native cultural product.
6. There exists an opportunity to develop the Native cultural tourism product which would enhance Canada's international competitive position as **well** as the economic position of Canada's Native peoples.
7. Product/market matching is necessary. The packaging and promotion of Native products must differ depending on their geographical **location**, the actual experience they offer, and the market for whom the product is targetted.
8. Better communication and coordination among Native groups is needed to ensure an appropriate mix of Native products and to avoid duplication of projects and marketing.
9. Better linkages are needed by Native groups to the various tourism industry associations, wholesalers and travel trade.
10. Better **communciation** is needed between Native groups and federal/provincial tourism and economic development agencies to ensure Native representation in marketing and development planning.

11. Hospitality, business management and special skills training are needed to improve success rates in planning, financing, developing, operating and marketing Native tourism projects.
12. Better understanding is necessary by all concerned of the cultural differences between non-Natives and Natives as well as among different Native groups.
13. The ability of existing products to absorb more visitors must be assessed as well as the development and marketing requirements needed for existing plant to realize their potential.
14. New and potential high quality products must be identified, assessed and, where necessary, supported to ensure Canada's ability to meet demand within the limits of the capacity and willingness of Native people to take advantage of such opportunities.
15. In considering any cultural tourism product, it is essential that an assessment be made of the environmental, social and cultural impact to the community involved.
16. Band and community members must be involved at all stages of the development and operation of a cultural product **if** success is to be achieved.
17. Tourism Canada has a role to play in the development of a high quality Native tourism product, particularly in the areas of information, advocacy, and marketing. (The degree of support in the areas of programming and specific project development is yet to be determined.)



PROVINCIAL/TERRITORIAL NATIVE PROJECT SUBMISSIONS

To date, Tourism Canada has received 58 submissions in the following stages of development:

<u>Status of Project</u>	<u>No.</u>
- Conceptual stage	29
- Planning	2
- Feasibility study underway	8
- Submitted for funding under existing programs	14
- Initial phase of project is underway	<u>5</u>
Total	58

All provinces and territories have forwarded Native tourism projects. (A summary by province and territory is contained in Annex A-1.)

Of those submitted, 26 fell into the category of a cultural-based tourism product **focussing** on the history and traditional way of life for example, **Micmac Focal Point (N.S.)**, Native Heritage Village (Man.) and Indian Interpretation Site (**Sask.**). Although the potential for cultural emphasis may exist in some of the **hunting/fishing** and outdoor-expedition projects, the remaining projects were undifferentiated from non-Native tourism products, for example, restaurants, marina, and tourist accommodation.

PROVINCIAL/TERRITORIAL SUBMISSIONS

<u>Respondent</u>	<u># of Projects Submitted</u>	<u>Current Status</u>	<u>Description</u>
Nfld.	1	1-Feasibility study uncle rway	Resort at Bottom Brook
P.E.I.	1	1-Conceptual stage	Museum to interpret Micmac legends on Lennox Island
N.S.	1	1-Conceptual stage	Micmac Focal Point (See Annex B-1, project #1)
N.B.	5	3-Conceptual stage	Dev. opportunities in relation with 3 archeo- logical sites
		1-Feasibility study	Heritage Indian Village - Big Cove Reserve
		1-Tourism dev. plan completed	for the Tobique Reserve
Quebec	5	2-Proposal under analysis	- Native Tourism Dev. Bureau - Tourism dev. plan for the James Bay Crees
		1-Feasibility study underway	Improvement to an existing tourist service centre near the Rupert River
		1-Phase I underway	<u>Rocher Fendu</u> - Phase I Whitewater rafting - Phase II Accommodation - Phase III Interpretation centres (See Annex B-1, project #3)
		1-Proposal for Phase I under analysis	- Micmac Historic Village at Restigouche

<u>Respondent</u>	<u># of Projects Submitted</u>	<u>Current Status</u>	<u>Description</u>
Ontario		1-Conceptual	- Ontario has a project which has been well defined and at such time, as authorization is received, we would plan to share this information with the federal government.
Manitoba	16	1-Feasibility completed	- Naturalist resort
		5-Conceptual stage	- Native heritage village - Outfitting camp - Campground - Floatplane base-station and restaurant - Marina
		2-Proposal being developed	- Mini-lodge/outcamp (25 beds) - 28-bed lodge
		4-Application for feasibility study	- Lodge (NEDP) - Lodge (NDA) - Canoe expeditions (NDA) - Service facility (special ARDA)
		2-Proposal under analysis	- Acquisition of a lodge - Four season resort
		2-Project underway	- Fishing/hunting lodge (world-class) - Fishing/hunting lodge
Saskatchewan	3	1-Application under analysis at W.D.O.	- Wanushewin Indian interpretation site
		1-Feasibility study underway	- Batoche (focus of Métis heritage)
		1-Conceptual stage	- Indian Village in the Battlefords area

...3

<u>Respondent</u>	<u># of Projects Submitted</u>	<u>Current Status</u>	<u>Description</u>
Alberta	7	6-Conceptual stage	<u>Native Interpretative Centres.</u> Bands/tribes that have expressed an interest include: Blackfoot Tribe, Cluny/Gleichen Blood Tribe, Standoff Hobbema Band, Wetaskiwin area Peigan Band, Brocket Woodland Cree, Slave Lake
			<u>Wood Buffalo Native Tourist Centre</u> - Fort Chipewyan
		1-Ongoing	Better organization & promotion of pow-wows
B.C.	5	3-Conceptual stage	Native cultural centre/ village Native cultural tours Kemloops cultural centre
		1-Project underway	Native heritage centre
		1-Application for feasibility study	Newcastle Island dev.
Yukon	3	1-Planning completed	Kluane wilderness resort
		1-Planning underway	Walton trail dev.
		1-Feasibility study underway	Indian tour Co.
N.W.T.	11	2-Conceptual stage	Lodge/Tourist accommodation
		2-Feasibility study	Lodge/Tourist accommodation
		5-Conceptual stage	Visitor/Informal service centres

...4

<u>Respondent</u>	<u># of Projects Submitted</u>	<u>Current Status</u>	<u>Description</u>
N.W.T. (Cent'd.)		1-Prefeasibility study	- Visitor/Informal service centres
		1-Conceptual stage	- Marine/Tour boat projects

NOTE : The **N.W.T.** has identified the need for Inbound Operators/Package Tour Development for the Western Arctic and **Baffin** Island. No specific projects were submitted.



NATIVE COUNCIL OF CANADA (NCC) PROJECTS

Tourism Canada has collaborated with the **NCC** to identify potential high quality projects for consideration at the March 1988 Tourism **Minsiters'** Meeting in Calgary. This involves a two-stage process:

1. Identify and select the projects (completed) and
2. Determine through more detailed analysis the developmental needs of the project.
(Report expected March 31, 1988)

Attached as Annex '**B-1**' are descriptions of the four projects identified. It is important to note that all will act as sources of the production, demonstration and sale of Native foods, clothing, carving, etc.

As can be seen, the projects are at varying stages of development from concept to facility expansion. The needs of each will, therefore, vary accordingly. Tourism Canada will, **in** collaboration with Native representatives, continue to explore future courses of action.

PROJECT # 1

Project: **Micmac Focal Point**

Location: Nova Scotia

Proponent: Native Council of Nova Scotia

Description: The focal point is proposed as a first class tourism attraction where domestic and foreign visitors could experience first hand the traditional lifestyle of the **Micmac** people.

Phase I - Creation of a **Micmac** village of the **pre-European** contact period.

Phase II - Construction of a **Micmac** theatre complex adjacent to the village and a central administration building.

Status: Conceptual stage. The provincial Department of Tourism and Culture has agreed to participate in forming a joint **committee**, in concert with the NCC and the Native Council of N.S., to address Native tourism development. This project will be of prime interest.

PROJECT # 2

<u>Project:</u>	Wabanaki Native Village & Campground
<u>Location:</u>	New Brunswick (Mactaquac Headpond area) across the river from King's Landing
<u>Proponent:</u>	N.B. Aboriginal Peoples' Council
<u>Description:</u> (Village)	The proposed Native Village is designed to be a first-class tourist attraction. It would depict three basic historical themes: <ul style="list-style-type: none"> - the culture and lifestyle of the Micmac and Malecite people prior to European colonization; - the colonial period and Loyalist and Acadian influences upon the aboriginal people and the development of the province; - a reflection of these influences from the colonial period to the present day. <p>Native people will carry out traditional activities in period costume and interact with visitors. Native arts and craft will be available as well as traditional Native dishes.</p>
(Campground)	The campground would contain all the necessities for a comfortable and enjoyable visit, but would be native in appearance, feeling and experience. Gathering wild rice, setting trap lines, fishing, canoeing, hiking, etc. would be demonstrated. <p>Long range plans include the addition of a convention centre and facilities for executive retreat seminars conducted by Natives.</p>
<u>Status:</u>	Conceptual stage. A committee is being formed among the NCC, the N.B. Aboriginal Peoples' Council and the Department of Tourism, Recreation and Heritage to further the plans of the project.

PROJECT # 3

Project: **Rocher Fendu (Pontiac)**

Location: **Grand Calumet Islands, Quebec - less than an hour's drive from Ottawa-Hull**

Proponent: **Alliance autochtone du Québec (AAQ)**

Description: A multi-phase project on the Ottawa River.

Phase I - Development **of** a facility which would enable visitors, once they have completed their ride through the rapids, to return to the starting point by shuttle vehicle.

Phase II - Construction **of** two interpretation centres, the first for the natural attractions of the site, the second for Native culture to include a recreated Native village with live demonstrations.

Phase III - Construction of a restaurant offering local Native foods and an **auberge** and cottages.

Status: The Economic Development Corporation of **AAQ** has obtained leases for the major portion of the islands. The corporation has purchased control of an existing successful whitewater raft company to **begin** operating this season and has begun development of Phase II and III.

The AAQ has applied for funding under the **NEDP**. The application is currently under review.

PROJECT # 4

Project: **Acquisition of a tourism facility - Bowron Lakes**

Location: British Columbia (near **Bakerville**)

Proponent: United Native Nations (UNN)

Description: The existing seasonal **facility** consists of a ranch and lakeshore resort with activities such as: canoeing, hiking, water skiing, fishing, and hunting.

Proposed expansion: Construction of a Native cultural **centre**, Native restaurant, long houses, sweat lodges, pot latch house, museum, carving house, etc.

Status: The UNN has applied for funding under NEDP. The application is currently under review.



PRODUCT

Generally speaking, the Native tourism product currently in place is limited in quantity and has developed at random, without consultation among the main parties involved.

It may none the less be said that both Native people and governments are presently becoming considerably more aware of the development potential of this tourism product, and that significant activity in this sector may be expected over the next few years.

Mainly, the tourism products or services currently offered by Native people take the following forms:

Outdoors and services

Hunting and fishing
 Golf courses
 Canoe expeditions
 Dog sleds
 Campgrounds
 Outdoor barbecues
 Marinas
 Hotels/motels/cottages
 Restaurants
 Air transportation
 etc.

Cultural

Arts/crafts

Other: - Festivals, powwows
 - Visits/stays in Native communities with participation in traditional activities
 - Museums, historic/archaeological sites
 - Replicas of historical villages, etc.

Generally speaking, the tourism products in which Native people are most involved practically everywhere in Canada are hunting/fishing, and arts/crafts.

Hunting and fishing

There are Native owners of outfitters' establishments in every Canadian province and territory except Prince Edward Island and Nova Scotia. But compared with the total number of outfitters in Canada, their presence in this sector remains minimal. The main reason for this situation appears to be the fact that several of them have experienced failures due to their lack of management training and, in some cases, the poor quality of the services offered to tourists. In general, they are not organized into associations and work on an individual basis, with occasionally a little support from DIAND or the Province. "

In fact, Manitoba **is** the only province with a Native hunting and fishing association. This has been operating quite well for a number of years, and the average occupancy rate of its member outfitters **is** currently between 40 and 50%. The association handles marketing and tourist transportation, and has a reservation system and is confident of improving this occupancy rate in the years to come. It should, however, be mentioned that after **its** foundation **in** 1977 it had serious" problems. At that time, **DIAND** had made substantial contributions to the purchase or construction of outfitters, several of which went bankrupt within a few years. Its membership dropped then from **13 to 4**. **With the advent of a new president in 1982, a shadow management system for outfitting businesses was set up, and since then the association has had a new lease on life. This situation shows that Improved management can contribute significantly to the survival of small Native businesses.**

It must, however, be pointed out here that the hunting/fishing product mentioned above is not really any different from the same hunting/fishing product as offered by non-Natives. In fact, bearing in mind the definition of "Native tourism product" given above, in the context of this analysis we may only consider hunting/fishing as a Native product when it is offered as **an** experience where emphasis is on Native culture and traditions. The hunting/fishing product as described above should be treated by Tourism Canada on the same basis as the same product offered by non-Natives.

Arts/crafts

Of **all** Canadian arts/crafts products, Native products are the most in demand. In 1980, **an** estimated 14,000 Native artists made sales worth \$36 million. This industry may be divided into three main sectors, crafts, art and souvenirs:

- 0 The "crafts" sector is the most important, and Native people are heavily involved in it.
- 0 The "souvenirs'" sector consists of mass-produced items and, to a lesser extent, hand-made goods. Native people's involvement **in** this sector is generally very limited, most items being produced by non-Native manufacturers using Indian designs and motifs.
- 0 The "**art**" sector is experiencing considerable growth, and prices may vary from \$100 to many thousands of dollars for a piece, depending on the quality and the artist's reputation. Private art galleries and corporations are the main buyers.

Inuit Art

Of all Native people, the Inuit of the N.W.T. and Quebec are the best organized in terms of production and sales. Both regions have a co-operative to which the Inuit sell approximately 95% of their output. Certain standards have been established to ensure the quality and authenticity of the product purchased. These two co-operatives have set up a marketing corporation, Canadian Arctic Producers, which handles the distribution of products to warehouses in Montreal, Toronto and Winnipeg. From there, products are sold to the owners of crafts boutiques and other stores across Canada, and on a smaller scale to American and European buyers.

The other 5% of output comes from Baffin Island and is sold by a different co-operative, almost entirely on foreign markets.

Indian Art

Every province has an Indian arts and crafts society, and at the national level there is an Indian Arts & Crafts Association, whose directors are the chairmen of the provincial societies. Despite this structure and the fact that the national association receives an annual budget from DIAND, the operation of this industry leaves something to be desired, largely for the following reasons:

Problem

- ° Inconsistent output.
- ° Refusal of several artists to join provincial arts and crafts associations.
- ° Lack of organized distribution networks.
- ° In some cases, the prices paid to the artist are inadequate in relation to the retail price.
- ° Lack of a quality and authenticity control system. For instance, a large number of non-authentic Native arts and crafts were found at the Canadian booth at EXPO 86, Upper Canada Village and the Canadian Pavilion at Epcot Center (U.S.A.).

The following article on the recent exhibition held in Calgary "The Spirit Sings" is a good indication of the interest in Native arts and crafts.

The Spirit Sings in Calgary

Despite protests, organizers bring Indian art back home

It's easily the most popular and most acclaimed attraction of the Olympic Arts Festival. "The Spirit Sings: Artistic Traditions of Canada's First Peoples," the festival's flagship production, is a powerful collection of 665 native Indian and Inuit masks, rattles, clothing and other artefacts, brought together for the first time from museums around the world. Yet the display, open from January 13 to May 1 at Calgary's Glenbow Museum, is also the focal point of the festival's most bitter controversy. Since the exhibit's conception seven years ago, Alberta's Lubicon Lake Indian Band has battled to disrupt it and publicize instead its own, stalled land claim to a 400,000 acre slice of northern Alberta.

Long before the display's opening the band had asked contributing museums to withhold artefacts. On opening day the Lubicons and their supporters staged a noisy demonstration to protest the exhibit's main corporate sponsor, Shell Canada Ltd., one of many companies exploring on the northern lands under dispute. The museum later faced a court battle bunched 10 prevent the display of a sacred Mohawk mask, which the Mohawks claimed should not be viewed by non-Indian eyes.

In the end, however, only 12 of 110 museums and private collectors contacted for con-

tributions joined the Lubicon boycott. And Glenbow Museum director Duncan Cameron says "The Spirit Sings" has clearly weathered the storm. We've produced an exhibit that will heighten awareness of the richness of Canadian native cultures," he says. After only two weeks the Glenbow had sold more than 45,000 tickets.

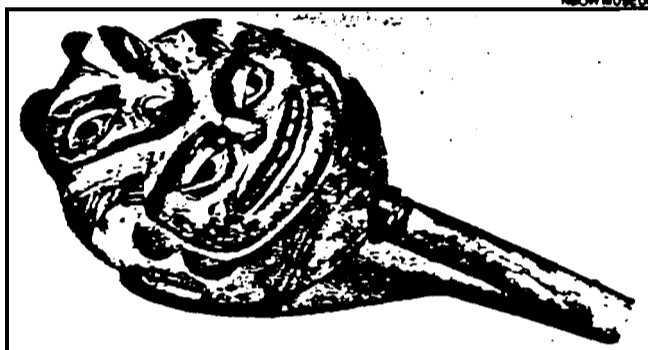
The idea for the display came in 1981, when Julia Harrison, the Glenbow's ethnology curator, returned from a European visit. She'd been shocked to see so many Canadian Indian artefacts in foreign museums. Answered Mr. Cameron at the time! "When we're very,

very rich, we'll do something about it." His wish was realized in 1983 when the organizing began for the Olympic festival. With donations of \$1.1 million from Shell Canada, \$100,000 from the arts festival and \$300,000 from the federal government, the bulk of the exhibit's \$2.6-million total cost was quickly secured.

The enormous task of selecting artefacts was given to Miss Harrison and a committee of six chosen for their in Indian and Inuit culture. They catalogued and photographed more than 8,000 pieces, from which the final 665 were chosen. The pieces, some many centuries old, are on loan from such museums as the institute of Ethnology in Leningrad, the British Museum and the Smithsonian Institute. Two-thirds of the items hadn't been seen in Canada since they disappeared with their pioneer owners, who took them back to Europe or the U.S. as souvenirs.

The Glenbow's entire 28,000-square-foot second floor was rebuilt to accommodate the display. The Lubicon controversy did little to chill the exhibit's warm, critical response. Indeed, muses Mr. Cameron, if there'd been no protests, "you'd wonder if you'd done a good job."

-Richard Woloshen



Rattle from the B.C. coast: The exhibit weathered the storm.

Other products

In addition to hunting / fishing and arts/crafts, other products mentioned above are offered by Native people, sporadically and in small quantities.

Dog sled excursions: This product is offered by the Inuit to the more adventurous tourists. It involves excursions lasting several days, with overnighing in igloos, visits to Inuit communities along the route, Inuit cooking, etc.

Canoe expeditions: This product is offered by Native people in different provinces. In Quebec, for instance, expeditions may last up to a week, with accommodation in log cabins. Guides cook Indian dishes for participants, and interpret their culture.

Stays/visits with Native people: In Northern Quebec, for instance, a number of Indian families have decided to return to life in the woods, and to imitate their ancestors in hunting, living and trapping for survival.

A number of these families receive tourists seeking a unique experience, for 7 to 10 days. The tourists sleep in tents, eat the traditional Native way, and take part with their hosts in hunting, fishing and trapping activities, making snowshoes, etc.

In Manitoba, some communities receive tourists on one-day visits. They are given traditional singing and dancing shows, Indian food, arts and crafts, etc.

Festivals/powwows

There is Native participation in several major festivals, including the Winnipeg Folklorama, Calgary Stampede and Saskatoon Flin Flon, as well as several smaller ones.

Powwows are particularly significant for Native people and, although not generally intended as shows for non-Natives, they elicit some interest from the latter. The few that are tourist-oriented are quite successful. For instance, for the past seven years the Six Nations Reserve, in Ontario, has put on a powwow in which several Canadian and American Native nations take part. Activities include dance and singing competitions, an arts and crafts exhibit, and Native cooking. The Quebec Huron Village Powwow organized for Quebec 1984 is an excellent example of the success such events can enjoy with tourists. On that occasion, several Indian nations pooled their efforts and offered tourists dance and singing shows in traditional dress, hunting, fishing and trapping demonstrations, a clothing exhibit, etc. This powwow was greeted with a great deal of interest and was attended by an estimated 180,000 visitors.

Historic sites/museums

Canada has several historic sites or museums which provide protection for buildings, objects and miscellaneous items through which visitors can discover Native lifestyles and the role played by Native people in the history of Canada.

Archaeological excavations are currently in progress at various sites, and several projects for developing new sites and museums telling the story of Native history and culture are planned.

Reserves and replicas of Indian villages

Canada has several reserves which tourists may visit. They include small museums, crafts boutiques, Native culture interpretation centres, and so on. Examples are the Quebec Huron Village, and the Six Nations Reserve in Ontario.

There are also a few historical replicas of Indian villages or missionary posts, such as Ksan, B.C., or St. Marie Among the Hurons.

Ksan is a painstaking replica of the Indian village which stood on the site when the first explorers reached the area of Hazelton, B.C. The visitor sees four communal houses, one house where working craftsmen carve wood, work with leather and stone and make clothing, the site where the remains of the Great Chiefs are kept, and an exhibit of articles and tools used by the Indians before the arrival of the White Man, a salmon barbecue, and so on.

St. Marie Among the Hurons is a reconstruction of the Jesuit mission of St. Marie. Visitors learn the story of, on the one hand, the Europeans in their struggle to survive nature's hardships and, on the other hand, the Indians grappling with the sudden invasion of a foreign culture. Visitors can also take canoe trips, attend a play telling the story of the mission or, in the evening, walk around the site by candlelight, etc.



GOVERNMENT PROGRAMS

There are about 20 federal departments or agencies which offer economic development programs targetted directly or indirectly to Native peoples. The three principle departments are **DIAND**, **CEIC**, and **DRIE**¹, each with differing mandates. **DIAND** programs are aimed at status Indians and **Inuit** while **CEIC** and **DRIE** offer assistance to all Natives including **Métis** and non-statuts.

Coordination, particularly among **DIAND**, **CEIC** and **DRIE**, is needed as there is duplication and overlapping of programs. To this end, Inter-departmental Working Group on Native Economic Development was established in June 1986 with members from each of the involved departments or agencies. The group has to date compiled an inventory of federal programs and made an initial identification of duplication, gaps and areas with potential for improved federal coordination. It is expected that any recommendations concerning new Native economic initiatives and their delivery will be closely coordinated between the two departments and **CEIC**. Further, in order to ensure that Native business clients are being well-served, intelligence gathering, policy development and advocacy will become increasingly important.

Also, in July 1987, Minister **Valcourt** announced the launching of a national consultation process dealing with the future of **DRIE's** Native economic programs. With the exception of the Canada/Alberta Northern Development Agreement and Memoranda of Understanding between Canada and the provinces of Alberta and Quebec, all current activities are set to sunset March 31, 1989. Programs such as the Special Agricultural and Rural Development Agreements (**SARDA**) and the Native Economic Development Program (**NEDP**) were extended to this new date in order to comply with a commitment from the Prime Minister in April 1985 that existing Native programs would be maintained, and changes not contemplated until there had been full consultation with Native people at all levels. In this context, it will be extremely important, while undertaking the planning for **DIST**, to maintain the integrity of Minister **Valcourt's** consultation process and avoid making recommendations or taking decisions which could hamper this process.

¹ The principal programs for **DRIE** are:

1. Native **Economic** Development Program (**NEDP**)
2. Northern Development Agreements (**NDAs**) with Manitoba, Saskatchewan, and Alberta
3. Special Agricultural and Rural Development Act (**SARDA**) with Manitoba, Saskatchewan, British Columbia, Yukon and Northwest Territories
4. Federal/Provincial Agreements and their sub-agreements (**ERDA**) with each province and territories



The K'san Project

by

Neil Sterritt

President

Gitksan Wet'suwet'en Tribal Council

Hazelton, B. C., Canada

K'san was founded in the late 1960s as a simple museum to store regalia and to be used for potlaches and feasts. K'san "means" river of mists. It has now grown into a considerable development and is viewed as a living museum.

K'san consists of a series of long houses, the first of which shows the 'pre-contact' with Europeans. It includes displays such as fish bowls and traps. The second shows what happened after Europeans arrived. The third is a feast house. Every Friday there is a feast, and campers are invited to visit. The fourth longhouse is for carvers to display how they craft. There is also a sales outlet house, and a house for cooperative tools such as lathes and table saws.

In 1975 a proper fireproof and humidity controlled museum was built and named the North West National Exhibition Centre. It now has a permanent Native collection, and serves as a place for both Native and non-Native touring shows.

The K'san project has many components. The K'san dance group, for example, is well known around the world. They refuse to do shows out of context or mood. While expenses are accepted, no fees for actual performances are accepted. K'san is also a school — the North West School of Indian Art. Advanced students are brought in and trained in the K'san style. It is recognized as a trade school and has been supported by Federal Government (Manpower) since 1970. The craft sales outlet sells to stores across Canada and in the United States. Historical research is conducted in concert with the elders, and the results are incorporated in the dances and curriculums of schools. K'san also has a good quality and well used campsite.

The project is not viewed as the solution to the high unemployment in the K'san region. It does have a role, however, in helping to alleviate the problem. When the Program started only volunteers were used. K'san still uses volunteers, but it is a million dollar operation today. The main source of employment is for the artists, who do the works. A few work full time and make very good livings. Most do as they want in their own time, as craftspeople prefer flexible schedules.

K'san operates on its own revenue. The project has undertaken contracts in other locations, and has a reputation for quality work delivered on time. K'san does not accept consignments. There is a markup of 100 percent on goods, and a panel of three judges decides on the price of each piece.

The strength of K'san is its uniqueness. It has, and needs, the elder's attention to details. The project fills a need for artists and craftsmen. The demand for such projects come from outsiders. The Tribal Council can create the structure, and local people can benefit, but the heart and motivation for success must come from the people themselves. Without this, the project will fail.

Huron Village Pow-Wow '84

by

Claude Guerette

Festival Coordinator

Huron Village, Festival '84

Tall Ships Program

Quebec City, Canada

In association with the Tall Ships Program held in 1984 in Quebec, a major Indian tourism and recreation initiative was undertaken called Pow-Wow '84. A Huron Village was created as the location for the Pow-Wow. Many Native nations cooperated, and over 500 volunteers were involved in organizing the event. The focus of the Pow-Wow was to promote Native values and their way of life.

The Pow-Wow featured arts and crafts from all over Canada, as well as sporting events. There were elders in full regalia, with singing and dancing. There were demonstrations of hunting and trapping techniques, and the exploration of traditional ways of living. There was a heritage museum, as well as examples of adaptations of traditional designs in fashion wear.

The Pow-Wow competed "head-on" with the Tall Ships event, yet was more successful. It had a cultural impact on 180,000 people.

One important factor taken into consideration in the design of Pow-Wow '84, was that tourism is visual, and pictures and images are important. For a successful event such as the Pow-Wow, the key ingredient was linking the private sector tourism expertise with the wide range of products which come from the reserves.

Extract: Tourism & Recreation Workshop Native Tourism Development

Vancouver 1984

Sainte-Marie au-pays-des Hurons



À Sainte-Marie au-pays-des Hurons, les cultures françaises et huronnes du XVII^e siècle se mêlèrent pendant la période où des évangélistes jésuites répandirent le christianisme dans la Huronie. La peste et des rivalités tragiques affaiblirent leur mission. Ainsi les jésuites abandonnèrent et brûlèrent Sainte-Marie en 1649.

Aujourd'hui la mission Sainte-Marie, reconstruite avec soin, est ranimée par des interprètes en costume et en uniforme qui vous invitent à partager l'ambiance rustique de cette mission isolée.

Venez découvrir les réalités de la vie à cette époque reculée: sonnez la cloche de la chapelle, écoutez la tradition de la maison-longue huronne, vivez les passions que suscitent l'arrivée, de Québec, d'un canot chargé de provisions. Venez découvrir les ateliers des hommes de métier, la cuisine, les wigwams algonquins. Sainte-Marie vit à nouveau. Terminez votre visite en effectuant, à votre propre rythme, une tournée de notre musée fascinant, qui comprend des expositions tangibles. Venez vivre la magie de la première communauté européenne en Ontario.

Source: Ministry of Tourism Brochure
Province of Ontario

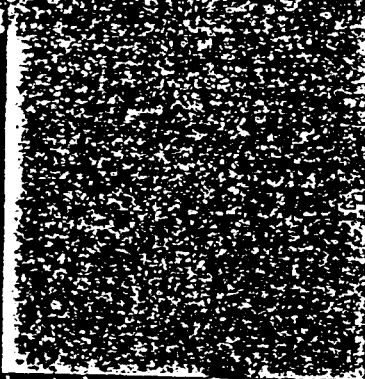
...3

Discover the Arctic 1987



ARCTIC CRUISE

2 day tour with 6 day cruise out of Great Fjord on Ellesmere Island. See magnificent Arctic scenery and a host of wildlife from a comfortable cabin cruiser. \$1,915 CDN or \$3,780 U.S. from Montreal or Edmonton



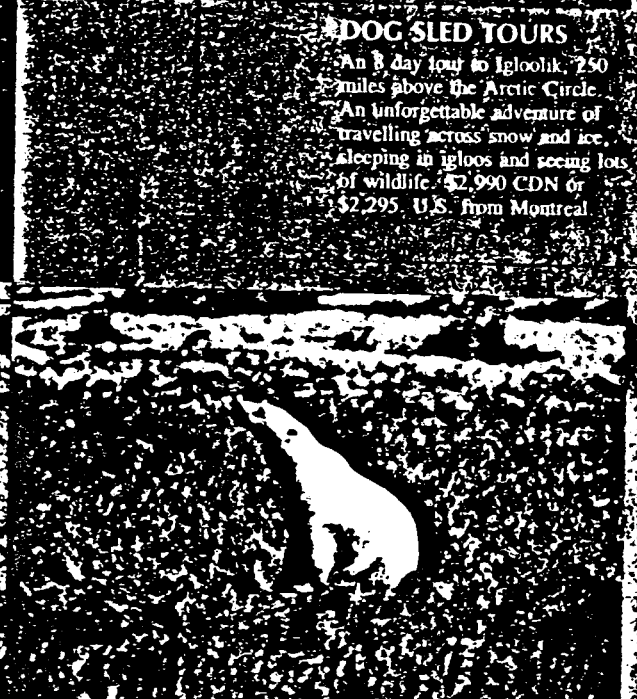
DOG SLED TOURS

An 8 day tour to Igloodik, 250 miles above the Arctic Circle. An unforgettable adventure of travelling across snow and ice, sleeping in igloos and seeing lots of wildlife. \$2,990 CDN or \$2,295 U.S. from Montreal



EXPLORE BAFFIN

12 day tour of the Inuit settlements of Cape Dorset, Pangnirtung, and Pond Inlet with local excursions to historical, archeological or natural points of interest. Visit traditional Inuit camps. Stay in comfortable hotels. \$4,775 CDN or \$3,675 U.S. from Montreal



POLAR BEAR AND WHALES

9 day tour to watch polar bear and several species of whales including giant bowheads in the deep fiords and bays around the Inuit villages of Broughton Island and Clyde River. \$4,375 CDN or \$3,385 U.S. from Montreal

Come and Discover the Arctic!

We offer over a dozen tours ranging from visits to Inuit villages to tours for special interests such as bird watching, fishing/wildlife safaris, Arctic cruises, hiking and backpacking, dog sledding, cross country skiing, wild river rafting, sea kayaking, camping with Inuit families, and even tours for collectors of Inuit art.

For more information on these Arctic tours, please send \$2 for postage and handling a 16-page colour brochure to:

Discover the Arctic
Canada North Outfitting Inc.
P.O. Box 1230
Waterdown, Ontario, Canada
L0R 2H0



Baffin



Tourism and the Cherokee Nation

by

Dawnena Walkingstick
Tourism and Travel Coordinator
Eastern Cherokee Nation
North Carolina, U.S.A.

Tillicum Village

by

Bill Hewitt
President, Tillicum Village
Tillicum Village,
Washington, U.S.A.

Tillicum Village is a Native Tourist attraction located near Seattle, Washington. The village was built with authentic Native architecture and material on a State Park site located on Blake Island.

The essential product is comprised of a Native salmon barbecue, clam in nectar appetizers, and quality Native dancing. The dining room can seat 900 people on five levels, and 330 people can be seated in fifteen minutes. The Dance House is separate and every tour has a show.

Arts and crafts products also are sold. Authenticity is emphasized. Every effort is made to keep the price markup low so each person can take something away to remind him of the village. As a matter of policy there is no haggling with the artists, either the price is accepted or there is no deal. Artists work on site so that people can watch and learn.

Approximately 10,000 people per month visit Tillicum Village. About one-quarter of the business is from the Seattle convention market, one-quarter is through the local coupon business or through the school youth program. A further one-quarter is from bus tour packages. The remainder is from individual tourists visiting from town.

There were a number of important lessons learned in the long and difficult process of developing Tillicum Village as a successful tourism business. It was tough to survive during the initial years, when the venture was undercapitalized. However, you must believe in your project and be flexible in your planning, while remaining faithful to the essence of your idea. Resourcefulness is required. For example, the logs from a boom broken up by a storm were used to build the longhouse. Be cautious when dealing with other parties, and assess the implications. For example, it took seventeen years before Grey Bus Lines finally gave in and included the village in their tour package.

Do not promote just your product, but the whole area. Cooperate and share resources with other attractions in your region. Use reduced price coupons for the local community, so that when tourists come they are aware of the product, and can pass this information on to visitors. Also, use the *Travel In America* Travel Directory which is sent out to all agents.

At the present time, Tillicum Village employs 24 people, eighteen of whom are Native. We are now in the process of looking for a Native manager.

Extract: Tourism & Recreation Workshop
Native Tourism Development

Vancouver 1984

Cherokees had an early assimilation with European culture, and the economy was based upon subsistence farming. By the 1930s and 40s, many people had left their Native skills and ways. Economic necessity led the people to consider the potential of tourism, associated with the Cherokee lifestyle.

The Cherokee Nation is situated at the southern entrance of the Smokey Mountains National Park, which has 8.5 million visitors a year. In 1949 a large outdoor drama theatre was started in the area which is operated by the Cherokee Historical Society. It operates between mid-June and Labour Day, and is the second largest such Native attraction in the U.S. Maximum capacity is 2,800 people, and the average attendance is 1,700 per performance. Admission is \$5.00 general and \$8.50 for reserved seating.

There are a number of other tourism related projects on Cherokee lands. A tourism office was started in 1976 which has a budget to promote tourism. The office has had to resolve problems of poor or non-existent zoning, signing ordinances, cleanliness, tribal politics, and social issues which overshadow tourism. There are now water and frontier theme parks, 25 campgrounds with 4,500 spaces, 36 motels, 200 craftshops, a bingo place with pots up to \$250,000 and a modern museum.

Many Cherokees resent the tourism influence, but a majority appreciate the economic independence it provides. The business now generates approximately 35 million dollars per annum. The Cherokees are independent of the Bureau of Indian Affairs, and operate most services including police, water and recreation. The Cherokee reserves are dry, as no sales of liquor are permitted.

Marketing is by way of publishing brochures, TV ads and periodic advertising. A visitor centre was established in 1981, and about 175,000 visitors come each year. There are "fare tours" of travel agents and brokers, as well as travel writers.

The importance of long-range planning and attention to details have been stressed as operational guidelines. Key details include:

- Understand the basics.
- Treat customers well.
- Offer clean toilets, fountains and green belts.
- Make sure the sewage is right, health problems can kill your project.
- Be flexible and prepared to change as changes are needed.
- Set goals and be sure to follow them.
- Use trade fairs and follow through on leads.
- Use visitor evaluation techniques.

Businesses on Cherokee lands were only twenty percent Indian owned fifteen years ago. Now 75 percent are Indian owned and only 25 percent are leased. The leases are long-term with performance clauses. Some shops are cooperatives.

The basic operating guideline is to be honest, and find a balance between the strengths and weaknesses of the project.



(Excerpt)

The Opportunity for Native
Tourism Development in
North America

by

James R. MacGregor
Tourism Planner
MacLaren Plansearch
Vancouver, Canada

Analysis of Native Tourism Development Opportunities

What is needed is an approach, or system, which can be applied generally to an analysis of *any area being considered* for cultural tourism development. Use of such an approach will help determine the tourist potential of a destination area, and provide guidelines for developing that potential.

Once such a system is available, it becomes possible to "make a precise appraisal of what type of attractions would be enjoyable for the tourists who visit an area and to assess what is *touristically* relevant and specific about the particular area. More to the point, it allows an expert to determine what is unique and exciting that would constitute a tourism development opportunity.

Formulating a methodological approach to cultural tourism development must rest on *basic premises*. These include:

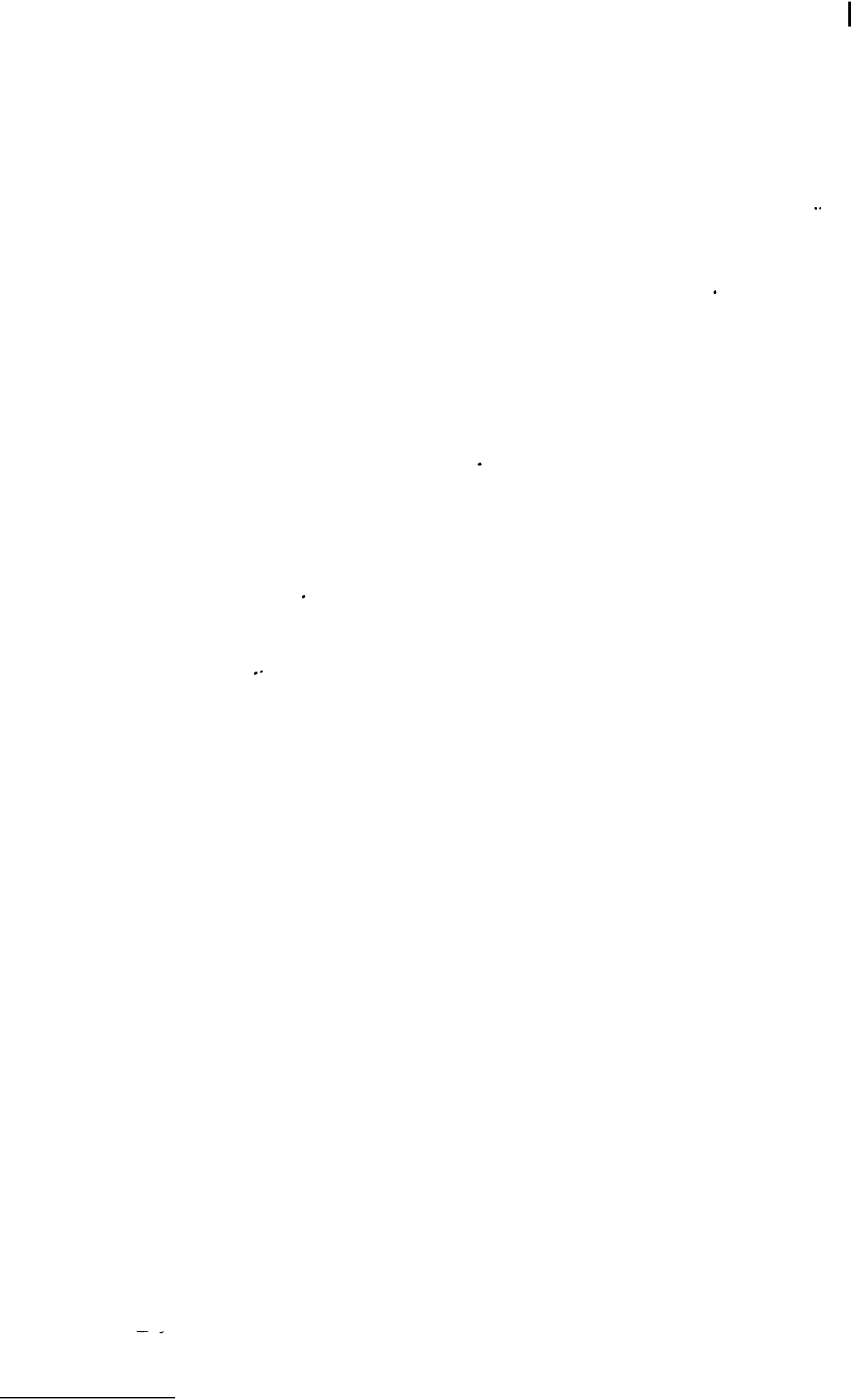
1. An assessment of the social and cultural impacts of tourism on local people. Certain aspects of tourism can result in unwholesome, troublesome and socially disruptive conditions. These adverse effects can be reduced by establishing clearly defined goals and outlining specific programs to avoid such problems.
2. Social and cultural benefits do not accrue automatically as a result of tourism. If benefits are to materialize, specific efforts must be made by planning authorities as part of the tourism planning and development process.
3. Planners must identify problems which could arise among family members, various social groups, and the influence tourism may have on the religious, moral, ethical, educational, and philosophical aspects of local life. This should be done prior to attributing social benefits to a tourism development.
4. The complete cooperation of the Native business community is necessary in order to achieve economic success.
5. Residents must be proud of tourist attractions, Pride in the cultural heritage and contemporary achievements is essential to successful cultural tourism.
6. Native people must be totally involved in the planning of their tourism resources. This involvement should also extend to the implementation and coordination of a project in order to maximize the social and cultural benefits to Native people.

Native Tourism Resource Development Principles

Once the priorities for development of cultural resources have been established by a Native community, and

funds are provided for these purposes, the next problem is to determine how the development should proceed. The following suggested principles should prove useful:

1. The residents and Natives of an area should enjoy their resources as much as the tourist. This enjoyment, and use by local people, should be encouraged as soon as possible after project implementation. The rate of cultural change affects the community as much as the magnitude of the change.
2. The architectural design of tourism structures should be authentic and in harmony with local modes of architecture. Also, such designs should accurately reflect the original themes and not be artificial creations. If additional structures are needed, such as rest rooms or gift shop, these should be compatible with the original structure.
3. Restoration projects should be carefully researched to ensure, that within practical limits the resulting structures are authentic in every detail.
4. Large-scale projects should not be incongruous or conspicuous, within areas where they are located. Local people should approve, welcome, and enjoy the project.
5. The employment of local people should be emphasized. The project should maximize the potential economic benefits to the local community.
6. Training is necessary for the people who are involved in tourism. This training should be provided in a timely and thorough manner.
7. Fake or cheap craft objects or souvenirs should not be sold. If necessary, special training or schools may be required in order to provide the technicians or craftsmen needed to produce quality products.
8. Souvenir shops should be of high quality and staffed by competent clerks. Packing and shipment instructions for purchasers must be included in staff training.
9. Broadly speaking, any proposal development must identify the optimum carrying capacity of the project. This is determined by the level of maximum enjoyment of the visitors or users. The number of visitors should not exceed a fixed optimum number at any one time.
10. If any interpretation of the resource is needed, then qualified interpreters, having the necessary knowledge, background, and ability is an absolute requirement. Some facility in the appropriate languages is necessary for interpreters. If signs or explanations are needed, then they should be in at least two languages.
11. Written information explaining the attraction should be available to visitors at modest prices. Such information should be printed in as many languages as is practical.
12. Methods of financing tourism development can take any of a variety of forms. These might include public ownership, joint ventures, government incentives, gifts or even grants.



WEST GERMANY

UNITED

KINGDOM

<p>CULTURE AND COMFORT Market: 320,000 24% of U.K.'s long-haul travel [Canada's share (24%)]</p> <ul style="list-style-type: none"> - historic sites - museums - art galleries - culture <p>- good hotels - sightseeing = euralo-</p>
<p>Philosophy Affirmed package traveller</p>
<p>Benefit Social safety</p>
<p>Profiles Female - old (55 or over) - divorced/separated/ widowed</p>
<p>Implications Already more frequent the - foreign travellers to Canada. With the promotion of existing cultural attractions and the development of - suitable package tours this would seem to be a segment of - significant future potential for Canada - and the mainland U.S. (segment - similar to the Big city segment).</p>

<p>CULTURE AND NATURE Market: 240,000 10% of U.K.'s long-haul travel (Canada's share (16%)]</p> <ul style="list-style-type: none"> - nature - less concerned about the level of comfort provided than they are about their budget
<p>Philosophy - Enthusiastic independent traveller</p>
<p>Benefit Adventure</p>
<p>Profiles - Male - younger (25 to 44) - single</p>
<p>Implications Highly motivated travellers who want to see it all. Average level of travel to U.S. and Canada may be increased by promoting the more unusual destination they appear to seek such as Nfld./ Labrador, Yukon/Klondike and Canyon.</p>

<p>CULTURE & NATURE Market: 500,000 12% of W. Germany's long-haul travel [Canada's share (4%)]</p>
<p>historic sites museums 6 galleries different cultures</p>
<ul style="list-style-type: none"> - sightseeing in smaller towns & village. - outstanding scenery - wide open spaces - wildlife
<p>Philosophy - Enthusiastic, independent traveller</p>
<p>Benefit - Adventure - Status</p>
<p>Profiles More likely than - average to be: - female - young (18 to 34) - single</p>
<p>Implications Level of visits to Canada and U.S. may be increase by promoting the more unusual destinations</p>

Source: Tourism Canada Study-Overseas Travel Markets to North America

J A P A N

<p>CULTURE AND COMFORT Market: 1,000,000 21% of Japan's long-haul-travel [Canada's share (7%)]</p> <hr/> <p>historical sites museums art galleries old cities culture comfort manageable sized plac good hotels</p> <hr/> <p>Philosophy</p> <p>- Affirmed package</p> <hr/> <p>Benefit</p> <p>- Being & seeing - Getaway</p> <hr/> <p>Profiles</p> <p>- female - over (55 or older) - married</p> <hr/> <p>Implications</p> <p>Already more frequent than average travelers to Canada and U.S., because of their age it might be difficult to increase travel to North America. With the existing cultural attractions, however, and the development of suitable package tours this would be a segment of continued significance for Canada and the U.S. mainland.</p>

<p>CULTURE & NATURE Market: 600,000 13% of Japan's long-haul-travel [Canada's share (13%)]</p> <hr/> <p>Ressemble Culture and Comfort travellers in their cultural interests but are less concerned about the level of comfort provided than they are about getting closer to wildlife and nature.</p> <hr/> <p>Philosophy</p> <p>- Enthusiastic independent traveller</p> <hr/> <p>Benefit</p> <p>- Being & seeing - Adventure getaway</p> <hr/> <p>Profiles</p> <p>- single - living alone</p> <hr/> <p>Implications</p> <p>Highly motivated travelers who want to see it all. Currently, the product segment with the highest level of travel to Canada and the U.S. mainland.</p>

F R A N C E

<p>CULTURE AND COMFORT Market: 600,000 21% of France's long-haul travel [Canada's share (15%)]</p>	<p>OUTDOORS & SUB-CULTURES Market: 600,000 21% of France's long-haul travel [Canada's share (102)]</p>
<ul style="list-style-type: none"> - historic sites - museums - galleries - local crafts - first class hotel - clean safe surroundings 	<ul style="list-style-type: none"> - wilderness - wildlife - tide open spaces - different cultures - unique cultural groups such as the Amish and Eskimo
<p>Philosophy - Affirmed package traveller</p>	<p>Philosophy Guarded Independent traveller - Affirmed package traveller</p>
<p>Benefit - Social safety - Luxury</p>	<p>Benefit - Adventure</p>
<p>Profiles - female - older (45 and over) - no children - living in Central or East</p>	<p>Profiles - male - younger (18 to 34) - single - living ● lone in Paris/ Central</p>
<p>Implications More frequent than average travelers to Canada. With the promoting of ● xinting cultural ● attractlgs and the development of suitable package tours, could be ● segment of continued significance.</p>	<p>Implications Average levels of travel to U.S. ● and Canada may be increased by promoting th ● ost,unusual destinations they appear to seek such ● s B.C., Alberta, N.W.T., Nfld.</p>