

REVIEW OF ABORIGINAL TOURISM TEAM CANADA

MANAGEMENT RESPONSE

January 2003

Background:

A review of Aboriginal Tourism Team Canada (ATTC) was commissioned by Aboriginal Business Canada (ABC) to report on the operational effectiveness and performance of ATTC.

In September 1999, Aboriginal Business Canada entered into a three-year funding agreement with Aboriginal Tourism Team Canada, a condition of this agreement is that ABC will engage the services of a professional consultant to conduct a review of ATTC operations in 2002.

The purpose of the review was to:

- Confirm and/or enhance the operational effectiveness of the ATTC initiative.
- Report on the effectiveness the current vision, mission, goals and performance of ATTC in achieving its mandate and improving the Aboriginal tourism product and demand for this product.
- Determine if ATTC has achieved its objectives and has completed its statement of work with ABC.
- Determine if ATTC is achieving the appropriate value for resources contributed by ABC.
- Establish a baseline of quantitative and qualitative data of ATTC performance and results to date.
- Establish a monitoring system and/or tool to report on on-going performance and to report on future impacts in Aboriginal tourism development by ATTC.

The management of ABC concurs with the recommendations presented and taking into account the findings of other proposed research and available resources, ABC will assist ATTC to address the recommendations in an effective and timely manner.

Recommendation [1] to conduct a strategic review — *There is a need for a strategic review that consolidates the rationale for an ATTC-like organization, defines more clearly the roles and commitments of different participants and partners in the initiative (including federal government departments and RATAs), provides for more consistent and diversified funding sources, and scopes out the program in a manner consistent with the opportunities and challenges of developing the Aboriginal tourist industry in Canada.*

Management Response: Agree

Follow-up Action:

ABC supports the development of an interdepartmental working group (Heritage Canada, INAC, Canada Tourism Commission and ABC) to assist in the development, implementation and production of a strategic review in collaboration with ATTC. ABC will consult with interdepartmental stakeholders to assess the level of interest in undertaking a strategic review.

Time-frame: On-going. Consultations are underway and implementation of this recommendation is dependent on the support of the other federal departments.

Recommendation [2] to continue to support the development and growth of RATAs — *There is a need to continue to develop the RATA organizations, to help them grow and to strengthen their capacity to serve regional and local Aboriginal tourism interests.*

Management Response: Agree

Follow-up Action:

ABC supports the need to examine the role, need and continued viability of RATAs in the Aboriginal tourism sector. This issue will be influenced by the findings of the above strategic review (Recommendation #1).

Time-frame: On-going. Dependent on the capacity and resources of ATTC to undertake a RATA review.

Recommendation [3] to develop an interdepartmental strategic framework — *There is a consensus among ATTC Board members, ATTC staff, RATA organizations and government partners and participants in the ATTC-related initiatives, that core funding for ATTC needs to become more diversified and consistent with a broader strategic framework that encompasses several federal interdepartmental mandates.*

Management Response: Agree

Follow-up Action:

Implementation of the proposed strategic review (Recommendation #1) will direct development of a diversified core funding framework.

Time-frame: On-going. Consultations are underway and implementation of this recommendation is dependent on the support of federal departments.

Recommendation [4] to widen the dissemination of project results — *Notwithstanding the adequacy of ATTC project activities, there is a consensus that the dissemination of results of projects could be more widespread, since there appears to be a strong appetite for this information among the industry partners and tourism organizations.*

Management Response: Agree

Follow-up Action:

ABC agrees that ATTC makes every effort to disseminate project results more effectively and long-term support by other partners will facilitate better results.

Time-frame: On-going

Recommendation [5] to consider situating ATTC within a broader federal context — *The “strategic review” suggested above, should consider the issue of scoping out ATTC against a broader federal mandate, and interdepartmental strategic framework.*

Management Response: Agree

Follow-up Action:

ATTC should align its objectives with other federal mandates and departmental initiatives. Completion of a strategic review (Recommendation #1) will identify how alignment of objectives should occur.

Time-frame: On-going. Consultations are underway and implementation of this recommendation is dependent on the support of other federal departments and completion of a strategic review.

Recommendation [6] to diversify funding sources for ATTC— *All RATAs consider that there is a strong need for other government participants in ATTC to contribute to core funding requirements, as well as project-related funding.*

Management Response: Agree

Follow-up Action:

Additional support for RATAs should be based on the outcomes and recommendations of a RATA review and strategic review on their role, need and continued viability (Recommendation #1 & #2).

Time-frame: On-going. Consultations are underway and implementation of this recommendation is dependent on the support of other federal departments.

Recommendation [7] to develop and track performance measurements — *ATTC needs to develop and track performance measurements, in consultation with its government funding sources, to ensure a results-based accountability system is in place that is consistent with federal government guidelines and requirements.*

Management Response: Agree

Follow-up Action:

ABC has assisted in the development and implementation of key performance indicators for ATTC. ABC supports ATTCs efforts to produce performance indicators that are consistent with government guidelines and requirements.

Time-frame: Introduced in October 2002 and collection will be ongoing.

Recommendation [8] to increase staffing support — *Notwithstanding ATTC's current level of effort and productivity, a broadening of the scope of activities with additional staffing support is needed.*

Management Response: Consideration of this recommendation will be dependent on the funding of a strategic review (Recommendation #1).

Follow-up Action:

Additional support for ATTC should be based on the outcomes and recommendations of a strategic review (Recommendation #1) and development of a long-term action plan.

Time-frame: On-going. Consultations are underway and implementation of this recommendation is dependant on completion of a strategic review.

Management Accountability

ABC management is not solely responsible for the completion and implementation of the ATTC review recommendations. However; ABC management will advocate on behalf of ATTC and Industry Canada to ensure the tasks are completed in a timely and effective manner.