

Business Plan 2020



INDIGENOUS TOURISM
ASSOCIATION OF NEW BRUNSWICK

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by

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& ASSOCIATES

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Cultural Leaders Acknowledgement

All the Mi'kmaq, Passamaquoddy, and Wolastoq communities in New Brunswick today are benefitting from countless cultural leaders, past and current, who have worked tirelessly to celebrate, preserve and promote their unique way of life, languages, and heritage over decades despite enormous outside pressures. We hereby acknowledge these incredible cultural leaders.

Oelalin! Woliwon!

Regarding the Global COVID-19 Pandemic

It is our hope that all the Indigenous communities in New Brunswick manage to do as well as possible throughout this period of extreme upheaval. Our thoughts and prayers are with all the elders and others who may be at increased risk during this time.

At present, the Corona Virus COVID-19 pandemic is the paramount health and safety concern around the globe. Social distancing measures are in place, borders are closed to recreational travel, and many non-essential business operations are temporarily closed.

For all existing tourism businesses around the world, 2020 will be an incredibly difficult year. A March 24, 2020 report by CBRE Research on the United States hotel industry indicates that the “lodging sector will face two headwinds: a contraction in overall economic activity and the need for social distancing, which encourages staying at home or in settings with few other humans; and not traveling. This will cause a severe decline in lodging demand in the U.S., as it has in other countries.” (source: Viewpoint Hotel – March 24, 2020, “An Updated 2020 Outlook: Expectations for the Year Ahead” CBRE Research)

Starting next year, the above-noted report from CBRE predicts that “... travel and the services associated with it will once again recover and quickly outpace historical peaks once this pandemic is eradicated”.

We anticipate that the second half of 2020 should be a time of gradual rebuilding for the tourism industry. We also anticipate that the tourism industry will rebound with a stronger than average performance for the year 2021 and greater again performance for 2022.

2020/21 will be deeply affected by COVID-19. All the existing Indigenous tourism operators will be focused on the health of their team and customers, as well as financial survival. For ITANB, the first half of the fiscal year will be an opportunity for reaching out and providing any support possible which may end up strengthening relationships in the long run. It will also be an opportunity for significant data collecting, analysis, research, and planning.

As well, we anticipate the possibility of significant ‘post-pandemic’ economic stimulus funding. Canada and New Brunswick will be doing all they can to normalize the economy, and we anticipate that this may include significant funding opportunities for ITANB and for existing and new Indigenous tourism businesses.

Funder Acknowledgement

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Executive Summary

The Indigenous Tourism Association of New Brunswick (ITANB) retained MacLeod Farley & Associates in February 2020 to work closely with the board to develop this Business Plan. This followed an earlier assignment from October 2019 through January 2020 working with ITANB on the preparation of their 2020 Strategic Plan.

There is a rich history of Indigenous hospitality in New Brunswick. Scandinavian, English, and French explorers and settlers were reliant for their survival on the hospitality and assistance of the Mi'kmaq, Wolastoq, and Passamaquoddy peoples. Peace and Friendship Treaties were formed with the newcomers to share the land and live in harmony.

First Nation community members have been involved in the tourism industry historically since the mid-1800s when guiding, snowshoe-making and ash basket-making were regular sources of income for families. To obtain the best prices some people traveled widely on railroads in the region to sell items to tourists.

ITANB was legally incorporated as a non-profit in 2018 and has been actively engaged in organizing, operator support, and industry development. ITANB is now eager to help the existing Indigenous tourism operators and events (approximately 90 identified to date) to successfully make it past COVID-19 while laying the groundwork for these businesses and events, and many new ones, to grow and to expand.

This business plan builds upon the Strategic Direction established in January 2020 which includes clear Guiding Principles, Vision, Mission, and Goals. The vision is for "*Vibrant communities and peoples with successful Indigenous tourism industry businesses sharing our own stories in our own voices.*" The mission is to "*Represent, support, and grow our sustainable Indigenous tourism industry.*"

The three goals are:

- Goal A – Support and grow our industry
- Goal B – Continue to build our momentum and visibility
- Goal C – Strengthen our organization

This business plan envisions four phases for ITANB:

- Phase One – Launch *(100% complete from 2018 through March 2020)*
- Phase Two – Operator Support and Organizational Strengthening 2 years
(including COVID-19 recovery for the existing operators)
- Phase Three – Product Development 2 years
- Phase Four – Sustainable Industry Growth beyond

Within Phase Two, the top priority is **COVID-19 Emergency Support and Recovery**. This involves ongoing outreach to all existing Indigenous tourism business operators to provide recovery and rebuilding support during 2020/21 and into the following year.

STEP 1 - Stabilize

STEP 2 – Improve

STEP 3 – Emerge

Step 3 will take place gradually, in pace with the broader COVID-19 tourism recovery and the gradual resumption of travel starting with the local, regional, provincial, and then inter-provincial markets, and eventually with international markets including the north-east USA.

ITANB and this business plan are in close alignment with key partners including the Indigenous Tourism Association of Canada (ITAC), Canada’s Tourism Growth Strategy, New Brunswick’s Tourism Growth Strategy, Tourism Industry Association of New Brunswick (TIANB/AITNB), Joint Economic Development Initiative (JEDI), the New Brunswick Museum and the Mi’kmaq-Wolastoqey Centre.

ITANB has a membership program with three categories for Indigenous Tourism Operators and two categories for Others. Member services will include (1) Information and Access to Training, (2) Marketing, and (3) Advocacy.

ITANB is a membership-driven organization focused on quantitative, sustainable growth in terms of the number and size of culturally authentic Indigenous tourism businesses in New Brunswick. There is an Indigenous Tourism Inventory project underway now. Once it is completed, specific targets will be set for industry growth in terms of Indigenous tourism revenues, job creation, and more.

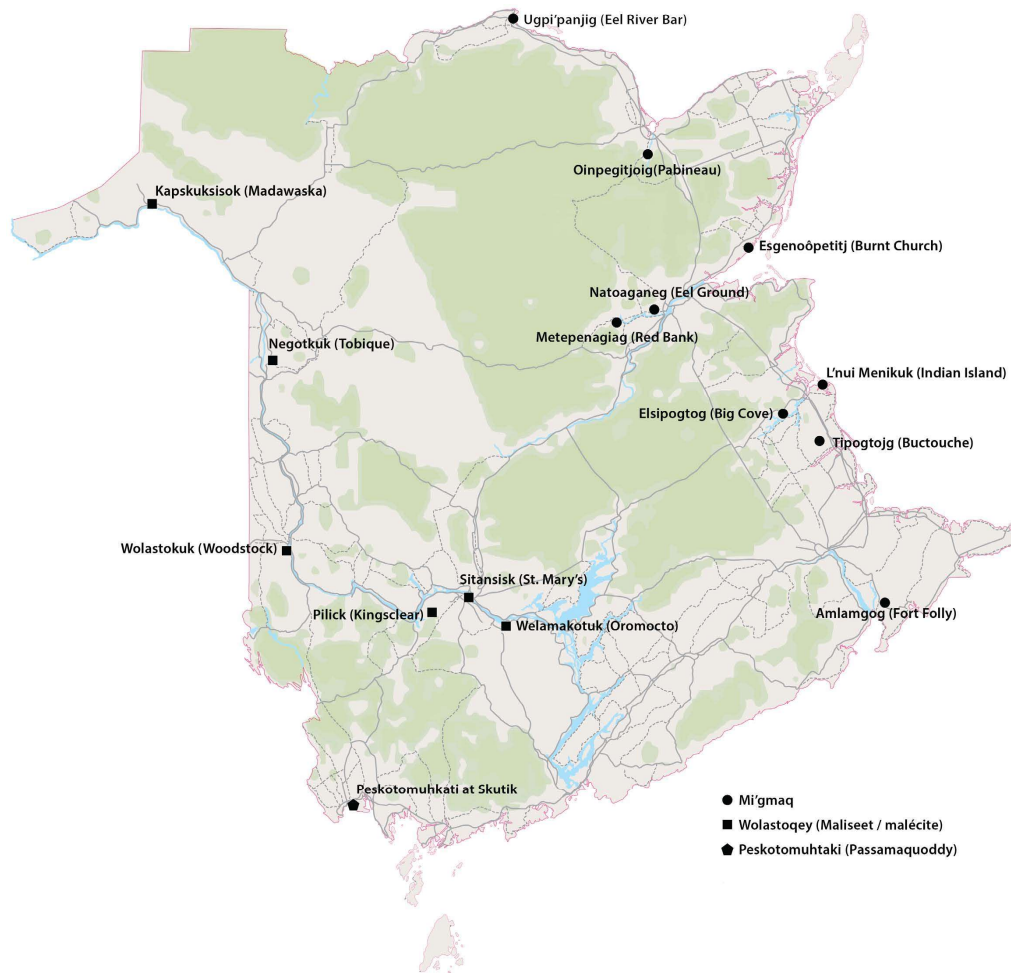
The enclosed budget calls for five years of foundational support for ITANB, and the industry, to progress effectively. This includes anticipated government funding support averaging \$276,000 per year towards an average of \$344,000 in expenses for an Executive Director, an Administrative Assistant, board and office costs as well as a modest \$56,000 towards special projects. This investment will create significant benefits for New Brunswick and Canada.

The Mi'kmaq, Passamaquoddy, and Wolastoq

Mi'kmaq, Passamaquoddy, and Wolastoq peoples have, since time immemorial, lived in what is now known as New Brunswick. These peoples had their own governance systems, a sustainable land-based economy, trading networks (which reached across Turtle Island), spirituality, and a rich cultural heritage.

The Mi'kmaq, Wolastoq, and Passamaquoddy peoples have survived and thrived on the strength of their families, languages, ceremonies and traditional beliefs and heritage, despite the often-oppressive circumstances brought about following the arrival of Europeans in North America.

Today Canada recognizes sixteen First Nations as indicated on the map below.



source: https://www2.gnb.ca/content/gnb/en/departments/aboriginal_affairs/fnc.html

Of the sixteen First Nations communities, there is one Passamaquoddy community in New Brunswick:

- Peskotomuhkati Nation at Skutik

There are six Wolastoq communities in New Brunswick:

- Kingsclear First Nation
- Madawaska Maliseet First Nation
- Oromocto First Nation
- Saint Mary's First Nation
- Tobique First Nation
- Woodstock First Nation

As well, there are nine Mi'kmaq communities in New Brunswick:

- Buctouche First Nation
- Eel Ground First Nation
- Eel River Bar First Nation
- Elsipogtog First Nation
- Esgenoôpetitj First Nation.
- Fort Folly First Nation
- Indian Island First Nation
- Metepenagiag Mi'kmaq Nation
- Pabineau First Nation

Indigenous Tourism in New Brunswick

There is a rich history of Indigenous hospitality in New Brunswick. Scandinavian, English, and French explorers and settlers were reliant for survival on the hospitality and assistance of the Mi'kmaq, Wolastoq, and Passamaquoddy peoples. Peace and Friendship Treaties were formed with the newcomers to share the land and live in harmony.

Mi'kmaq, Wolastoq, and Passamaquoddy peoples have been involved in the tourism industry historically since the mid-1800's when guiding, snowshoe-making and ash basket-making remained as viable sources of income for families during difficult times. To obtain the best prices some people travelled widely on railroads in the region to sell items to tourists.

Currently, many of the First Nations operate tourism businesses and events. This includes Elsipogtog Mik'maq Cultural Centre, Red Bank Lodge, and Metepenagiag Heritage Park. ¹ Special events such as Pow Wow's and festivals are another very popular way for communities to connect with and profit from tourism. There are up to twelve annual Pow Wows held in New Brunswick each year. In addition to performances and ceremonies, powwows feature food vendors and artisans offering unique artwork and crafts.

¹ Source: <https://indigenoustourism.ca/en/things-to-do/?r=new-brunswick>

“Powwows provide a great economic opportunity for First Nation communities and entrepreneurs,” said artist and business owner Heidi Simon. “We encourage everyone to come out and support artisans and vendors, and to buy local.”²



Mawiomi event at Kouchibouguac (source: Karen Narvey)

Privately owned, Indigenous tourism businesses are also operating in New Brunswick. ITANB is now undertaking an inventory of Indigenous tourism businesses which has identified many independent owner/operators providing a variety of tourism services including riverboat tours, restaurants, and gift shops featuring arts and crafts.

The ITANB Creation Story

In 2016, ITAC held its annual tourism conference in Membertou, Nova Scotia. During the conference, recommendations were identified to support the growth of the indigenous tourism industry in the Atlantic Region.

The Indigenous Tourism Association of New Brunswick grew out of a desire of individuals, communities, and tourism business owners for a new, Indigenous-specific tourism organization to support their businesses and events in New Brunswick. Several key volunteers came forward and organized a ‘**New Brunswick Indigenous Tourism Forum**’ which was held in 2017 in Metepenagiag, New Brunswick to explore the concept of establishing such an organization. This event was supported by the Indigenous Tourism Association of Canada (ITAC), Parks Canada, the province of New Brunswick, the New Brunswick Department of Tourism Heritage and Culture and the Tourism Industry Association of New Brunswick (TIANB).

² Source: https://www2.qnb.ca/content/qnb/en/news/news_release.2019.05.0316.html

Following the 2017 forum, several interested and dedicated individuals came together and formed the ITANB in April 2018 with legal incorporation as a non-profit entity. Patricia Dunnett was hired part-time to guide the organization. Since then, the ITANB has been working hard to represent the Mi'kmaq, Wolastoq, Passamaquoddy of New Brunswick. As posted on the Facebook page for ITANB:

The Indigenous Tourism Association of New Brunswick (ITANB) is a non-profit, stakeholder-based organization and the province's first and only dedicated Indigenous tourism organization that focuses on uniting communities, Indigenous organizations and industry leaders to support the growth and promotion of a sustainable, culturally rich Indigenous tourism in New Brunswick. Through product development and marketing of authentic Indigenous experiences, the ITANB creates a platform for Indigenous cultural expression and preservation through tourism.

source: ITANB Backgrounder, Facebook

During the past two years, ITANB has represented and advocated for Indigenous tourism operators in New Brunswick at the provincial, regional, and national levels. Members of the Board of Directors are actively involved with the Tourism Industry Association of New Brunswick (TIANB) at their meetings and conferences as well as with the Indigenous Tourism Association of Canada (Atlantic region, national and international conferences). Board members have also begun to reach out to communities and operators to create an inventory and determine needs.

In 2019, ITANB organized and hosted the **Atlantic Indigenous Tourism Summit** in Moncton, New Brunswick. This summit allowed participants to learn about the Indigenous tourism movement. The two-day summit featured twelve guest speakers, an Indigenous marketplace with 18 regional vendors, and cultural performances in Mi'kmaq, Wolastoqey, and Passamaquoddy to honour the 'Year of Indigenous Languages'. Delegates included representatives of Indigenous businesses and communities from across the Atlantic Region and from other provincial and national organizations with a tourism mandate.

ITANB is now eager to help the existing Indigenous tourism operators and events (approximately 90 identified to date) to successfully make it past COVID-19 while laying the groundwork for these businesses and events, and many news one, to grow and to expand. This Business Plan incorporates and builds upon the ITANB strategic direction which is summarized in the following pages.

Strategic Direction

The strategic direction for ITANB is provided below and is reflected in the ITANB 2020 Strategic Plan. (The full strategic plan report is available from either contact noted earlier on page two).

Guiding Principles

1. Sustainability

Stewardship of our lands and waters is our top responsibility, for current and future generations. Our Indigenous tourism industry must address environmental sustainability on an ongoing basis.

2. Industry driven

We are an Indigenous tourism organization led by Indigenous tourism business owners and operators in New Brunswick. We work closely in partnership with the Indigenous Tourism Association of Canada and others working on creating a successful authentic Indigenous Tourism industry. We seek to help create and strengthen Indigenous Tourism businesses through product development and marketing support. We speak, at times, with our collective voice.

3. Work in Partnership

We work in close partnership and respectfully with our Mi'kmaq, Passamaquoddy, and Wolastoq communities and territories. We also work closely with all our First Nations, our Chief and Councils, our Economic Development Officers, and all our leadership and members. We seek to empower and unite our people, particularly our youth, and provide opportunities to become involved in the Indigenous tourism industry. We also welcome the opportunity to work with strategic partners with complementary goals.

4. Authenticity - Our Stories, Our Voices

We seek to ensure that our authentic Indigenous stories are told in a good way through our own Indigenous voices.

We ensure that our Indigenous tourism businesses are the ones sharing our authentic experiences, as we enhance our cultural expression and preservation through tourism.

Vision

“what we are creating”

*Vibrant communities and peoples with
successful Indigenous tourism industry businesses
sharing our own stories in our own voices.*

Mission

“what we do”

*Represent, support, and grow our sustainable
Indigenous tourism industry.*

Goals

Goal A – Support and grow our industry

Goal B – Continue to build our momentum and visibility

Goal C – Strengthen our organization

Goal A: Support
and grow our
industry

Goal B: Continue
to build our
momentum
and visibility

Goal C:
Strengthen our
organization

Phasing Plan for ITANB

We envision four phases for ITANB:

- **Phase One – Launch**
- **Phase Two – Operator Support and Organizational Strengthening**
(including COVID Emergency Support and Recovery)
- **Phase Three – Product Development**
- **Phase Four – Sustainable Industry Growth**

Phase One – Launch

(100% complete – to the end of March 2020)

This phase recognizes all the Indigenous tourism-related work done in all the communities to safeguard and strengthen culture, language, survival, and revitalization. It also includes the specific work done by the board since 2017 to form and successfully launch the Indigenous Tourism Association of New Brunswick. Phase One was completed with the Strategic Plan 2020, and this Business Plan 2020.

Phases two, three, and four are described in detail on the following three pages.

The main task areas within Phase Two and Phase Three are organized in terms of the three goals identified on pages 11 and 12.

Phase Two – Operator Support and Organizational Strengthening

(2020/21 and 2021/22)

Goal A – Support and grow our industry

- **TOP PRIORITY for ITANB is COVID Emergency Support and Recovery**
 - Ongoing outreach to all existing Indigenous tourism business operators to provide COVID-19 recovery and rebuilding support during 2020/21. This will be done, when possible, on a Pan-Atlantic basis with ITAC.
 - **STEP 1 - Stabilize** Continue to share information on surviving the spring and summer of 2020 including how to access 'life support' funding for Indigenous tourism businesses and how to 'pivot' business offerings
 - **STEP 2 – Improve** While 'on hold', help provide access to resources to carry out improvement and expansion planning, training and other activities (in part to help interested operators move from business-ready, to market-ready, and to export-ready), as well as pursuing a creative, fun and effective Pan-Atlantic ITAC social marketing campaign to build local and regional demand for Indigenous tourism
 - **STEP 3 – Emerge** Provide various supports to help operators bring products and services back into the marketplace strategically timed with the broader COVID-19 tourism recovery and the gradual resumption of travel pathways. This will be played out sequentially to tap into the re-emerging local, regional, provincial and inter-provincial markets, and eventually (as this level is also restored) to international markets (particularly the north-east US)
- Advisory **support to new and emerging tourism business owner/operators and communities**, making the best of the current 'on hold' period to move ahead with planning and development of new offerings, and developing 'shovel ready' projects for anticipated economic stimulus funding opportunities
- Complete the **ITANB New Brunswick Indigenous Tourism Operators Inventory** (underway now), conduct additional industry research and develop and begin to use detailed industry data collection tools (as the basis for accurate targets for further development in Phase Three)
- Work closely with the proposed **ITAC Atlantic RISE** program, and with community knowledge keepers and appropriate partners, on the new 'National Standards and Recognition Program' for Indigenous tourism authenticity

*Phase Two – Operator Support and Organizational Strengthening - continued***Goal B – Continue to build our momentum and visibility**

- **TOP PRIORITY for Goal B is to launch the ITANB web site on an urgent basis (for COVID-19 Support and more)**
- Develop and start to implement an ITANB marketing, branding, and communications strategy including further web site development
- Outreach and awareness building with First Nation communities and organizations
- Development and promotion of membership program to Indigenous tourism business owners/operators, communities, event managers, and others
- Speak effectively and advocate on behalf of the Indigenous Tourism industry

Goal C – Strengthen our organization

- **TOP PRIORITY for Goal C is to secure five-year funding for ITANB**
- Once funding is secured, hire Executive Director and Administrative Assistant
- Establish the ITANB Circle of Champions (advisory support role)
- Board development activities
- Outreach and promotion of membership program to stakeholders and potential partners
- Formalize partnerships (and obtain great access to member services) with ITAC, TIANB, JEDI, Parks Canada, New Brunswick Parks, and others
- Seek funds to support Phase Three

Phase Three – Product Development

(2022/23 and 2023/24)

Goal A – Support and grow our industry

- Final COVID-19 recovery support if and as needed for existing operators
- Develop a partnership with TIANB and ITAC to administer and **flow product development support** funding to Indigenous operators through ITANB
- Provide access to on-going professional support and training resources (in partnership with ITAC, TIANB, and JEDI) to owner/operator members to help them achieve authenticity standards and the next level of membership
- Implement a **Pow Wow Trail Authenticity Program**
- Develop and launch a **Youth-On-The-Land pre-tourism training program**
- Facilitate the development of tour packages with multiple operators and partners to address market demand
- Build relationships and the sales of Indigenous experiences to travel agents and tour operators

Goal B – Continue to build our momentum and visibility

- Continue to build strong relationships with First Nation Leadership and organizations
- Continue to implement marketing, branding, and communications strategy
- Continue to speak effectively on behalf of the Indigenous Tourism industry

Goal C – Strengthen our organization

- Continued Board development
- Continued outreach and promotion of membership program to stakeholders and potential partners
- Continued strengthening of partnerships
- Successfully pursue funding for all projects

Phase Four – Sustainable Industry Growth

(2024/25 and beyond)

This phase will build on the previous phases and pursue significant industry expansion and sustainable growth. This will include continuing to train, support, and market a growing number of Indigenous tourism offerings in New Brunswick.

Alignment with Key Target Partners

This ITANB Business Plan has been developed to align efforts with key partners. In this way, the growth of the Indigenous tourism industry in the province will support and enhance the efforts of the industry in the Atlantic region for the benefit of all. The key target partners and their growth strategies are described below.

Indigenous Tourism Association of Canada (ITAC)

From 2015 through early 2020, Indigenous Tourism experienced rapid growth as an economic sector with guests seeking high quality authentic Indigenous experiences. According to Keith Henry, President, and CEO of the Indigenous Tourism Association of Canada (ITAC) in 2019:

ITAC has delivered more industry growth in the last three years than the previous twenty years combined, proving that we can produce tremendous results in a short period of time through a coordinated national strategy and with sufficient investment. Given increasing international consumer demand, now is the time to accelerate investment in order to meet the full potential of Indigenous tourism in Canada.

Source: ITAC Five-Year Strategic Plan Update

ITAC Goal Status:	2016 Goal for 2021	2018 Achieved
Indigenous tourism revenues In Annual GDP	up \$300M to \$1.7B	up \$400M to \$1.8B
Total Indigenous Tourism Jobs	from 33,100 (in 2015) to 40,223	41,153
Export-Ready Indigenous Tourism Experiences	from 80 (in 2015) to 130	139

Given the rapid success in achieving their 2016 five-year goals, ITAC then established a new set of goals to reach by **2024** including **\$2.2B in annual Indigenous tourism revenues GDP, 49,383 Indigenous tourism jobs**, and **200** export-ready Indigenous Tourism Experiences.

(Source: ITAC 2020-2021 Action Plan)

On March 24, 2020, in light of COVID-19, ITAC released a 'Revised Action Plan for 2020-21'. The goals for 2020 are now \$1.1B in annual Indigenous tourism revenues GDP, 28,000 Indigenous tourism jobs, and 65 export-ready Indigenous Tourism Experiences.

The revised action plan is available at this link: <https://indigenoustourism.ca/corporate/indigenous-tourism-association-of-canada-rewrites-business-plan-in-face-of-covid-19/> The plan included an opportunity to apply (by March 30th) for up to \$25,000 in recovery funding for existing market-ready and export-ready businesses.

ITAC is continuing to partner with, support, and rely upon provincial-level associations across Canada, including ITANB.

ITAC is also working on launching a nation-wide Indigenous tourism recognition program, entitled RISE to support businesses in the planning stage of their development. This program is being developed in partnership with Tourism Human Resources Canada. RISE is an Indigenous tourism standards recognition program. Business owners will undertake a self-assessment which will determine whether their business is Market-Ready. If they are determined not ready, they will receive a Guidance Report from ITAC which will suggest specific training, mentoring, and other tailored supports and which will guide them to sources of the indicated support. If the business is assessed to be market-ready, the owner/operator can apply to become a member in good standing of ITAC. Members will be required to update their application annually as ITAC plans to aggregate this data to support their advocacy work on behalf of Indigenous tourism in Canada. Partnering tourism organizations, such as ITANB, will have access to the reports.

ITANB will benefit from partnering with ITAC to use the ITAC market-ready standards and RISE program.

ITANB is advocating for an Atlantic region RISE pilot project with ITAC.

Canada – 2019 Tourism Growth Strategy

The 2019 'Federal Tourism Growth Strategy'³ indicates that “Canada’s tourism sector is a high-growth, high-potential opportunity, and is at a crossroads. ***Either it settles for business as usual, and risks steadily losing ground, or it sets the bar higher with aggressive targets and mobilizes the resources to reach them.***”

The 2019 strategy sets three 'Bold Targets' as follows:

- Tourism revenue growth of 25% to 2025
- Dispersion Target 1 - Tourism spending outside our three largest cities and their surrounding areas will increase
- Dispersion Target 2 – arrivals in the winter and shoulder seasons will increase by over 1 million

Support for Indigenous Tourism is specifically mentioned numerous times throughout the federal tourism growth strategy. ITANB can assist Canada to achieve Strategy Goal One (to “Stimulate and diversify Canada’s tourism products and experiences”) and Pillar One ('Building tourism in Canada’s communities') including a focus on:

- Winter and shoulder-season tourism.
- Indigenous tourism.
- Rural and remote tourism.
- Culinary tourism.

The target dates for achieving this growth will be delayed due to the COVID-19 crisis, however, the bold targets will likely remain and be pursued aggressively as part of the pandemic recovery. In fact, as noted earlier, we anticipate the possibility of 'economic stimulus' funding for the tourism sector including Indigenous tourism.

^{3 3} <https://www.ic.gc.ca/eic/site/134.nsf/eng/00003.html>

New Brunswick – Tourism Growth Strategy

We will grow through product innovation, which directs how we articulate our brand. And that compelling and differentiated brand directs how we go to market.

*This growth will happen by starting with a vision and a plan. **It happens with many components and a team effort. It happens through revitalization. It happens through immersive new products. It happens through fascinating stories and compelling marketing messages. It happens through building a superb brand that is ready to be properly unleashed. It happens through the combination of facts and magic.***

And it starts today, at this watershed moment, with the unwavering support of the government.



source: New Brunswick Tourism Growth Strategy 2018-2025, page 6

The New Brunswick *Tourism Growth Strategy 2018-2025*⁴ notes that the provincial focus will be on growing the tourism sector through product innovation and differentiation from other destinations. This can work very well for ITANB given the opportunities for new unique new product development.

⁴ <https://www2.gnb.ca/content/dam/gnb/Departments/thc-tpc/pdf/Publications/TourismGrowthStrategy20182025.pdf>

New Brunswick Tourism's aggressive goal was to increase total tourism expenditures by 57% by 2025. This goal will likely remain although the timeline will need to be set back due to the impacts of the COVID-19 crisis. The growth strategy document lists 10 'powerful insights' as follows:

1. Investing (and re-investing) in tourism products to create continuous enhancements.
2. Spin a negative into a positive. Limited air access is beneficial. 14 million people within a 1-day drive and 64 million within a 2-day drive.
3. Focus hard on the essence of the New Brunswick brand. Make it simple, compelling, and powerful.
4. Give the vision to your visitors before they arrive. Get them excited and anticipating their trip to New Brunswick.
5. Capitalize on the shared economy - leverage partnerships and business collaborations.
6. Don't under value resident markets and their connections to tourism (visiting friends & family, referrals, recommendations, live like a local).
7. Focus on a small number of activities and do them extremely well. Let these be your anchors.
8. Leverage overcrowding of destinations elsewhere in North America and help encourage travellers to come to New Brunswick instead.
9. Be bold – don't play it safe. Stand out, be different, and be seen as different.
10. Product innovation is a must. We need innovative, immersive, differentiated products, and experiences. This is essential.

Thus far, as of the end of April 2020, New Brunswick has managed to successfully 'flatten the curve' and the province should be relatively well-positioned for recovery. Insight #2 notes the strength of the driving market, and this should be a competitive advantage for the recovery for New Brunswick as local and regional tourism will come back to life relatively early, while air travel for tourism may take much longer (12-24 months or more) to fully restore.

Tourism Industry Association of New Brunswick (TIANB/AITNB)

For over thirty years, TIANB has been an instrumental part of the New Brunswick tourism industry, enabling its members to speak with a single, united voice on the most pressing issues affecting them.

TIANB principles are:

- To exist as an organization driven by and for its membership
- To provide proactive and consultative leadership
- To be representative of all geographic areas, tourism sectors and New Brunswick's two linguistic groups
- To enhance cooperation between partners
- To offer products and services of value to its members
- To perform as an agent for change within New Brunswick's tourism industry

TIANB provides Skills World training programs which are specifically designed to meet the needs of employers and employees in NB, in partnership with Tourism HR Canada. This training will be relevant to ITANB members.

TIANB will benefit from the cultural training and information that ITANB can provide regarding Indigenous tourism human resource and owner/operator needs.

We see TIANB as a key training and development partner for ITANB. Members of ITANB will benefit greatly from some of the training provided by TIANB. ITANB will be able to send operating members to TIANB for some industry training and will also be able to give guidance to TIANB on how to modify their training, if and when needed, to better meet the needs of ITANB tourism operators.

Joint Economic Development Initiative (JEDI)

The Joint Economic Development Initiative (JEDI) is a leading not for profit Indigenous organization dedicated to working with partners to foster Indigenous economic development in New Brunswick. JEDI is a tripartite partnership between Indigenous communities, the Government of Canada, and the Government of New Brunswick.

JEDI Mission: JEDI works with partners to foster economic and workforce development for Indigenous people and communities.

JEDI Vision: Honouring traditional values, we strive for full Indigenous participation in the New Brunswick economy.

JEDI work is focused on supporting Indigenous:

- entrepreneurs and small businesses;
- community economic development;
- workforce development;
- partnerships with the public and private sectors.

JEDI administers several programs to support Indigenous entrepreneurs and communities including:

- JEDI Aboriginal Development Fund which provides funding support for planning, training, mentoring, workshops, and other development supports
- JEDI Indigenous Business Incubator Program to support new business owners and the
- JEDI Indigenous Business Accelerator Program to help Indigenous businesses take advantage of industry, Provincial, and Federal procurement opportunities.

We see JEDI as a key training and development partner for ITANB. Members of ITANB will benefit greatly from the training provided by JEDI. ITANB will be able to link operating members to JEDI for much of their required training and will also be able to recommend new training material for use by JEDI.

In addition to the partners noted above, two provincial organizations may be able to provide historic information and cultural resources to ITANB members, particularly to support the authenticity program. These are the New Brunswick Museum and the Mi'kmaq- Wolastoqey Centre.

New Brunswick Museum

The New Brunswick Museum and a Wolastoqiyik Executive Committee have partnered to develop a virtual exhibit entitled *Koluskap*. The exhibit utilizes images of Indigenous cultural items from the museum's collection. The museum collection, the committee members, and the museum staff could all be helpful to the authenticity programs of ITANB.

For more information o the New Brunswick Museum, see www.nbm-mnb.ca/Koluskap/index.php

Mi'kmaq-Wolastoqey Centre, University of New Brunswick

www.unb.ca/mwc

The Mi'kmaq-Wolastoqey Centre (MWC), formerly Mi'kmaq-Maliseet Institute (MMI), is a centre for Indigenous education studies in the Atlantic region established at UNB Fredericton in 1981. The centre administers programs for Indigenous students at the University of New Brunswick and helps them enter the undergraduate faculty of their choice. They serve and work closely with the Indigenous communities in the Atlantic provinces, expanding the professional horizons of young adults and mature students.



Wabanaki Collection – The Wabanaki Collection connects postsecondary educators, grade schoolteachers, and the general public with a variety of resources. The goal of this collection is to provide a way for educators to become familiar with Wabanaki worldviews, culture, history, and treaty, and enable them to incorporate resources and modules within their courses. See <https://www.wabanakicollection.com/>.

Member Categories

The following membership program is designed to align with the ITAC membership program and benefits from a review of the best practices of provincial Indigenous tourism organizations across Canada.

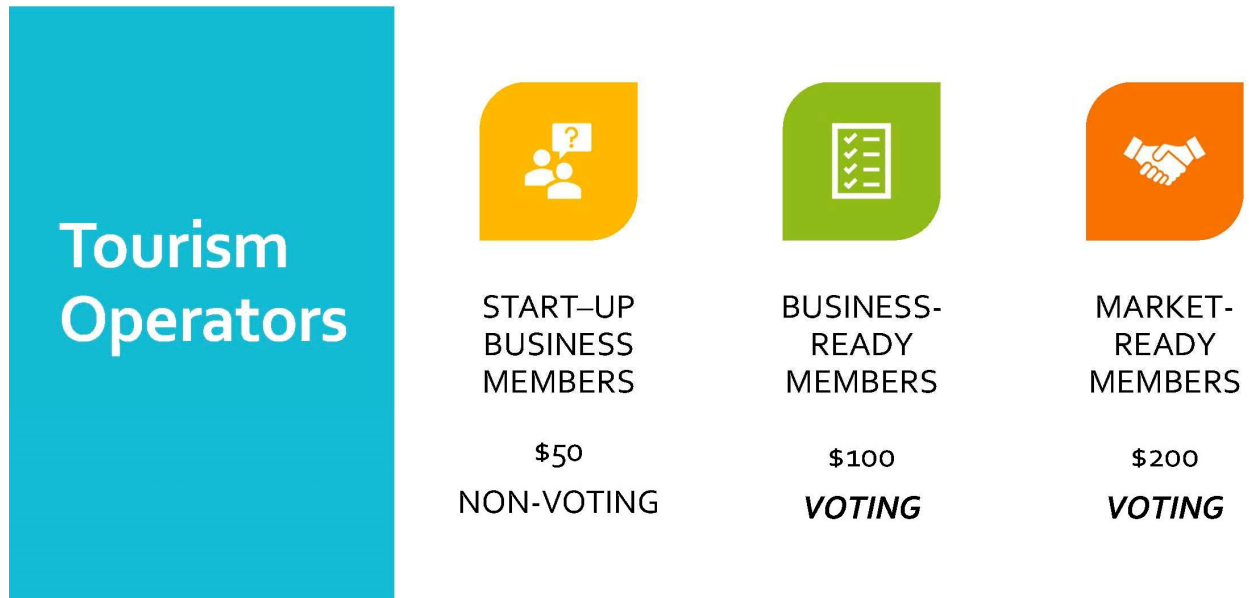
As a registered not-for-profit organization, ITANB will be a member-driven organization. There are two classes of members: Voting and Non-Voting. Voting members of ITANB must be Business-Ready or Market-Ready (in keeping with ITAC's National Guidelines) and be at least 51% Indigenous owned. Indigenous identity is defined as an individual with First Nation status, Metis Nation of Canada status, or a Full Membership with the New Brunswick Aboriginal Peoples Council.

Voting members will maintain their eligibility to vote by paying annual dues on time and maintaining Business-Ready, Market-Ready, or Export-Ready standards (per ITAC's National Guidelines). Voting members will have the right to cast votes and elect board members at the ITANB Annual General Meeting.

All potential ITANB members will be required to fill out an annual membership form to ensure that they meet the organization's criteria for the appropriate type and level of membership. The annual membership application process will also include a review of Members Roles and Responsibilities to ensure compliance and uphold the ITANB standards and to allow for the removal of a member if necessary.



Tourism Operator memberships will be free for 2020 due to the COVID-19 emergency. From 2021 on, members will be charged an annual fee depending on their membership category. Membership in ITANB will eventually include a free membership with ITAC (once this arrangement has been fully developed) and with TIANB (again, once developed).

There are two broad membership categories: (1) Indigenous Tourism Operators, and (2) Others.



Tourism Operators

- ***Start-up Business Members*** - \$50, Non-voting members – These members are for new Indigenous tourism businesses who are in the beginning stages of their business development and who are not yet open for business. These members will receive networking opportunities, access to ITANB research, and access to training programs to help them progress.
- ***Business-Ready Members*** - \$100, Voting members – These members are Indigenous tourism businesses with a formally registered business operation but who do not yet meet ITANB’s Market-Ready standard. These members will receive networking opportunities, access to ITANB research, access to training and product development support programs (to become market-ready), and a link on the ITANB website.
- ***Market-Ready Members*** - \$200, Voting members – These are members who meet the ITANB Market-Ready or Export-Ready standards. They will receive networking opportunities, access to ITANB research and training, product development support programs, and significant marketing benefits such as website profiles, opportunities to be featured on FAM tours, at trade shows, in packages and promotions, and in tourism industry events.

	
INDIVIDUAL INDIGENOUS MEMBERS	FRIENDS OF ITANB
\$25	\$500
NON-VOTING	NON-VOTING

Others


Others


- **Individual Indigenous Members** - \$25, Non-Voting – These members are Indigenous students or other Indigenous individuals who are interested in learning about and supporting Indigenous Tourism. These members are not eligible to vote on the board.
- **Friends of ITANB Members** - \$500 or more if desired, Non-Voting – These members are First Nations governments, organizations, and non-Indigenous stakeholders who are interested in learning about and supporting the work of ITANB. These members are not eligible to vote on the ITANB Board of Directors.


Member Services

ITANB will provide the following services for members:

Support Services for Members

 Information and Access to Training

 Marketing

 Advocacy

The specific services provided for the member will depend upon the ITANB membership category outlined in the previous three pages.

Information and Access to Training

- Access to market research into the Indigenous tourism industry in New Brunswick and Canada.
- Access to visitor information statistics collected by ITANB.
- Facilitation of communications amongst members through regular meetings and an annual gathering/conference.
- Customized technical assistance to members to develop tourism products.
- Access to training workshops facilitated by ITANB.
- Access to the ITANB authenticity and branding program.
- Membership with ITAC and TIANB (once partnerships have been developed).

Marketing

- Membership listing or page and active link to the member's business on ITANB's website.
- Direct marketing of member businesses through ITANB advertising campaigns, public relations, travel trade relations, on-line activities, and social media.
- Special distinction as an ITANB member and the use of the ITANB logo as well as the authenticity logo (once the program has been developed).
- Opportunities to have business featured in media familiarization tours.
- Opportunities to participate in itineraries, packages, and events organized and promoted by ITANB.
- Opportunities to be featured in programs developed by ITANB and their partners.
- Opportunities to attend international travel and trade shows with ITANB staff to promote their businesses.

Advocacy

- Opportunities to meet with other tourism stakeholders and potential partners in the region.
- Facilitation of partnerships between Indigenous tourism businesses, the Government of New Brunswick, Indigenous Tourism Association of Canada, Tourism Industry Association of New Brunswick, Destination Canada, and private partners.
- Advocacy on behalf of stakeholders with governmental and non-governmental agencies and opportunities to apply for provincial and federal funding programs being flowed through ITANB.

Organizational Development

Board Development

ITANB was formed in 2018 by a core group of dedicated volunteers. At present, there are ten board members and a three-member Executive.

Patricia Dunnett (Chair)	Karen Narvey (Secretary)
Carol Alderdice (Treasurer)	Cynthia Howland
Jean-Francois Mallett	Kimberly Nash-McKinley
Lynn Francis	Montgomery Paul
Robert Bernard (Atlantic Representative, Indigenous Tourism Association of Canada).	Shane Perley-Dutcher

Together these individuals have been acting very effectively as a ‘working board’, volunteering to both lead the organization and undertake all ITANB administrative, fundraising, and organizational activities over the last three years.

To make even greater progress, the organization needs to hire a full-time manager and transition to a ‘governing board’ which focuses on governance issues and which empowers staff to manage the day to day operations. Implementing this change will include the following:

- Hire a full-time Executive Director and support staff.
- Develop Policies and Procedures (including Roles and Responsibilities, Human Resource Policy, Conflict of Interest Policy, Financial Policy, and Code of Conduct.)
- Develop and implement a board member recruitment plan and board training plan.

Eventually, the ITANB governance board will provide the strategic direction for the organization, manage and guide the Executive Director and provide oversight of finances and networking support. The governance board will have a maximum of twelve board members. The Executive will consist of a Chairperson, a Vice-Chair, a Secretary, and a Treasurer. ITANB will strive to recruit a Board of Directors with both a passion for Indigenous tourism development and experience in business and management. Every possible effort will be made to recruit board members from across the province and will ensure that the board continues to have the majority of members of Indigenous heritage. The board members will serve a staggered four-year term. Elections to the board will be held every two years at which time half of the board will face re-election. By staggering the elections, no more than half of the board will change at any given time.

Communications Strategy

The purpose of developing a targeted ITANB communications strategy is two-fold:

- 1) Supporting and engaging members, and
- 2) Marketing of Indigenous tourism products.

As noted earlier, the first two tasks for Phase Two (Operator Support and Organizational Strengthening), Goal B (Continue to build our momentum and visibility) read as follows:

- *TOP PRIORITY for Goal B is to launch the ITANB web site on an urgent basis (for COVID-19 Support and more)*
- *Develop and start to implement an ITANB marketing, branding, and communications strategy including further web site development*

We understand that ITANB is currently in the process of developing the website in partnership with Tourism New Brunswick and we anticipate the launch of the site soon.

In the short-term, the ITANB website will help greatly with COVID-19 recovery communications with all existing Indigenous tourism operators. It will be 'the site' for sharing top quality guidance, resources, and reports to help operators survive the financial impacts during 2020.

Beyond COVID-19, the ITANB website will become the communications 'foundation' for sharing information with your members, and marketing Indigenous tourism destinations in New Brunswick to the world. All Facebook and other social marketing efforts will link back to appropriate pages within the ITANB website.

Member information and marketing can be accomplished within one website by creating two portals: one for members and one for guests. At some point in the future, ITANB may wish to develop two separate websites for these two purposes.

Engaging Members

The ITANB website will be a very important vehicle for engaging with members. Engaged members are more satisfied, see value in their membership, and participate in more activities. The website will also be key to advertising and delivering member services, standards, training, support programs, and events.

A current communications challenge for ITANB is to gather key data from the tourism operators in the province during the New Brunswick **Indigenous Tourism Operators Inventory** project which is underway now. The members' situation and needs must be understood to ensure the organization meets those needs. While the COVID-19 pandemic restrictions are in place, it will not be possible for ITANB to meet with members in-person to undertake the inventory. ITANB will need to use virtual tools to reach members and business owners. All communication vehicles, such as surveys, questionnaires, and social media, can be linked through the website. Virtual meetings are the present reality, but meetings can be supported by ensuring that all the documents that would normally be presented at interview or meetings are posted to the website in advance and/or are shared 'on-screen' via zoom or other video meeting mechanisms.

A large part of the communications strategy for members will involve choosing the right tool to reach your membership for the specified task. The question to ask your members is which platforms they would like to use. Options include direct mail, e-mail, podcasts, virtual meetings on platforms like Facebook Messenger, Microsoft Teams or Zoom, social media, or all the above. Whichever platform is chosen, it is vital to ensure that the approach and messages to the members are consistent and that all communications align with ITANB's organization's tone, voice, and brand.

An effective communications strategy should explain what success looks like, so you can understand when you have achieved it. It should also identify which tools will be used to achieve success.

Success indicators for ITANB will be a significant increase in the number of Indigenous tourism operators joining the organization and a significant increase in the number of operators who are achieving market-ready or export-ready status. Specific targets can be set once the inventory is completed. The inventory, and targets, will need to be refreshed regularly.

Marketing Indigenous Tourism Products

In Phase Two, ITANB will undertake a marketing and branding project to identify target markets, identify the best ways to connect with the target markets, and identify marketing strategies. The marketing strategy will inform the organizations' communications goals and approaches. Marketing communication success will be achieved when there are significant targeted increases in visitation to, and spending at, Indigenous tourism businesses.

According to Google, more than 65 % of leisure travellers begin researching online before they decide where or how they want to travel. The ITANB website and social media platforms will, therefore, be the primary method for marketing New Brunswick's Indigenous tourism products to the world.

The website and social media platforms will feature general information, up to date, accurate information about Indigenous tourism events and products in New Brunswick, as provided by members and various stakeholders. The digital media sites will make a positive first impression with visitors by using attractive, professional images provided by the members, and engaging text copy which aligns with the brand strategy.

The ITANB website will feature a basic profile, website links, and contact information for Business-Ready members and a promotional page for each Market-Ready member of ITANB. ITANB websites' primary role is to inspire future guests to visit Indigenous tourism businesses and events. The ITANB website will not aim to directly sell tourist products. Rather, it will encourage visitors to proceed to Indigenous operators' websites or will provide their contact information, to make reservations or purchase tickets. The website will also facilitate the creation of a subscription list which will further enable business owners to connect with guests. At some point in the future, ITANB, in consultation with the market-ready members, may wish to change this approach and feature ITANB web-site sales of market-ready and export-ready Indigenous tourism experiences.

From the start, the website will function across multiple platforms, including desktop computers, mobile phones, and tablets. The website will be the hub for all ITANB's social media content. It will collect data and provide analytical insights. The website should be user friendly and allow the ITANB staff to add fresh content regularly and modify the site, as necessary.

ITANB may consider developing a paper advertising newsletter or magazine, however, print media is expensive to produce, and most tourism marketing is now digital. Having a strong social media presence is important because people are paying more attention to social media and travellers reviews, and much less to advertisements on radio, newspaper, television, and other traditional forms of media.

The ITANB marketing strategy will undoubtedly include the use of digital marketing as a key communications vehicle since strong social media marketing campaigns are now fundamental to all tourism organizations.

It is anticipated that ITANB will primarily use social media to do content marketing. Content marketing is about creating and sharing online content that does not explicitly promote a brand or ask for sales, but rather builds interest in the product, and helps followers to know, like and trust featured Indigenous tourism businesses to generate goodwill with followers, who then become potential customers.

ITANB currently has a Facebook page. Instagram, Twitter, and other social media platforms can be added in the future gradually as ITANB increases staff capacity. Creating a digital marketing presence requires professional content and staff who will represent the brand authentically and honestly, and consistently with fresh postings on an ongoing basis.

Insurance

ITANB will carry Liability Insurance as required.

Registrations and Licenses

ITANB is already registered as a business and with Revenue Canada with a business number for HST and other purposes

Memberships

Indigenous Tourism Association of New Brunswick will establish formal partnerships with the Indigenous Tourism Association of Canada (ITAC) and the Tourism Industry Association of New Brunswick (TIANB/AINTB).

We envision a memorandum of understanding with each organization, to provide ITANB members with complimentary membership with ITAC and TIANB.

ITANB may also choose to join other tourism organizations. This could include memberships to the World Indigenous Tourism Association (WINTA), and the Adventure Travel Trade Association (ATTA).

Business Model

Results Driven

ITANB is a membership-driven organization focused on quantitative, sustainable growth in terms of the number and size of culturally authentic Indigenous tourism businesses in New Brunswick.



ITANB is currently undertaking an Inventory project to confirm the existing number of Indigenous Tourism Businesses. This will be followed by an Industry Data Collection Project to generate accurate information on the tourism industry.

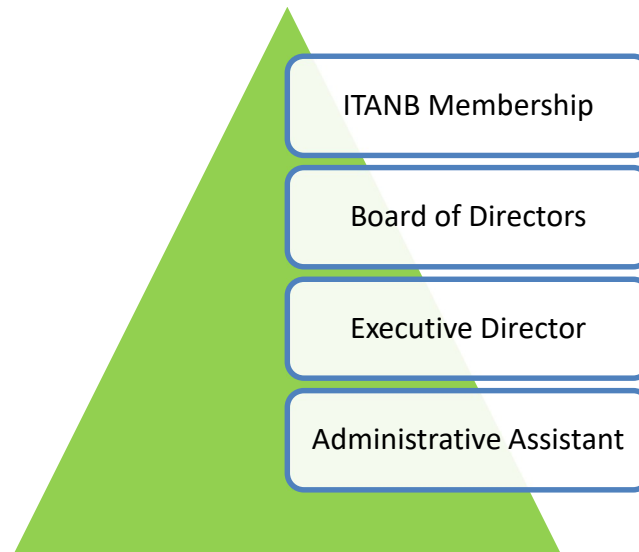
Following this work, clear industry growth targets will be set in terms of the following:

- Indigenous tourism revenues
- Indigenous tourism annual GDP
- Number of Indigenous Tourism Businesses
 - Start-Up Businesses
 - Market-Ready
 - Business-Ready
 - Export-Ready
- Total Indigenous Tourism Jobs
 - Full-Time
 - Part-Time
 - Seasonal Full Time
 - Seasonal Part-Time
 - Summer Student Full Time
 - Summer Student Part-Time

Management Structure

ITANB will be governed by a Board of Directors elected by the voting members. The voting members will consist of business-ready and market-ready active members of ITANB.

The day to day operations of the organization will be managed by an Executive Director with support from an Administrative Assistant. The Executive Director will be accountable to the Board (at board meetings) and the Chair of the Board (between meetings).



Additional staff positions may be created, or contract workers hired to undertake special projects as funding allows.

High Priority Special Projects

Highest priority special projects:

1. **Indigenous Tourism Inventory** (*underway now*)
2. **Industry Data Collection Project**

Second priority special projects (each with equal weighting):

3. **Indigenous Tourism Business Product Development Support**
 - Authenticity and Training
 - Business-Ready, Market-Ready, Export-Ready
 - Atlantic RISE project
4. **Pow-Wow Trail**
5. **Youth-On-The-Land Pre-Tourism Training program**

Core Resource Requirements

To maximize ITANB effectiveness, ITANB requires a five-year funding commitment from supportive provincial and federal sources. This will enable ITANB to hire two full-time staff positions to start as soon as possible.

Position Title:	Executive Director	\$75,000 per annum
Position Title:	Administrative Assistant	\$40,000 per annum

Also required are the associated costs (15% benefits, office space, travel, inflation adjustments, etc.).

Rationale: ITANB is constrained right now by what can be achieved by the volunteers. To maximize ITANB impact, for the benefit of the Indigenous communities, New Brunswick and Canada, support is required to enable the noted hiring as soon as possible.

Budget

Revenues				Year 1	Year 2	Year 3	Year 4	Year 5
ITAC		estimated		54,000	54,972	55,961	56,969	57,994
Membership revenues		estimated		-	10,000	15,000	15,270	15,545
Provincial and Federal		proposed		278,282	272,413	272,496	277,401	282,394
		Total Revenues		332,282	337,385	343,458	349,640	355,933
Expenses				Year 1	Year 2	Year 3	Year 4	Year 5
Core Operations								
Management and Staff								
		Executive Director - salary		75,000	76,350	77,724	79,123	80,548
		Administrative Officer - salary		40,000	40,720	41,453	42,199	42,959
		Benefits 15%		17,250	17,561	17,877	18,198	18,526
		Travel (year 1 down re COVID-19)		9,000	18,324	18,654	18,990	19,331
Board Costs								
		Meeting Expenses		2,884	2,936	2,989	3,043	3,097
		Travel (year 1 down re COVID-19)		2,250	4,581	4,663	4,747	4,833
Office Costs								
		Rent		18,000	18,324	18,654	18,990	19,331
		Office Supplies		2,000	2,036	2,073	2,110	2,148
		Phone and Telecommunications		8,000	2,036	2,073	2,110	2,148
		Outreach, Marketing and Communications		20,000	14,252	14,509	14,770	15,036
		Professional Fees		35,000	35,630	36,271	36,924	37,589
		Legal		3,000	3,054	3,109	3,165	3,222
		Insurance		2,400	2,443	2,487	2,532	2,578
		Other		6,000	6,108	6,218	6,330	6,444
		Banking		1,200	1,222	1,244	1,266	1,289
		Administration (book-keeping, audits, ...) 15%		36,298	36,836	37,499	38,174	38,862
		Sub-total for Core Operations		278,282	282,413	287,496	292,671	297,939
Special Projects								
		ITANB share to leverage other project funding		54,000	54,972	55,961	56,969	57,994
		Sub-total for Special Projects		54,000	54,972	55,961	56,969	57,994
TOTAL EXPENSES				332,282	337,385	343,458	349,640	355,933

Potential sources of core and project funding

The following programs are potential sources of project funding support for ITANB:

- **Indigenous Tourism Association of Canada**
 - Provided core support of \$54,000 in 2019/20
 - Provided core support of \$65,000 in 2018/19

- **Atlantic Canada Opportunities Agency (ACOA)**
 - Canadian Experiences Fund
 - NEW Tourism Community Infrastructure Fund - \$100M nationally over four years, announced December 2019, including a focus on Indigenous tourism
 - Other ACOA programs
 - Potential anticipated COVID-19 economic stimulus funding

- **Ulnooweg Development Group** (<http://www.ulnooweg.ca/aboriginal-business-financing-program/>)
 - 75% of Business Planning support – feasibility studies, business plans, marketing plans, etc.
 - 60% of Marketing implementation costs
 - 40% of Capital costs up to \$250,000
 - Business loans and grants (variable percentages)

- **Joint Economic Development Initiative (JEDI)**

- **Indigenous Skills and Employment Training (ISET)**

- **New Brunswick Labour Force Training Program**

- **New Brunswick Youth Employer Fund**

This source of funding may be valuable for member First Nations and their tourism projects.

- **Indigenous Services Canada**
 - Community Opportunity Readiness Program
 - Strategic Partnerships Initiative – new tourism stream (as of April 1, 2020) with anticipated funding of \$75,000 to \$100,000 per project

- **Department of Canadian Heritage**
 - Cultural Spaces – 50-75% of the capital cost of creating community spaces for professional heritage and performance spaces
 - Museums Assistance Program – Indigenous Heritage funds 70% up to \$200,000 of the costs of the development of new, Indigenous heritage exhibits
 - Young Canada Works in Heritage Organizations – funds salaries for seasonal student workers

For Indigenous tourism business operators, ITAC is another source of potential funding.

- **Indigenous Tourism Association of Canada**
 - Usually has an ongoing small grant of \$500 for professional photography
 - Usually has ‘development grants’ of up to \$10K (September deadline)
 - This year, ITAC had a special COVID-19 recovery fund (**deadline to apply was April 30**) for grants of up to \$25,000 for existing tourism operators that are already market-ready or export-ready. Similar offerings may be unveiled in the coming months.

Rationale for support

Five-year core funding is needed.

ITANB is constrained right now to what can be achieved by the volunteer board only. To maximize ITANB impact, for the good of Canada and for New Brunswick, resources are needed to hire staff to start immediately or ASAP.





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