

Strategic Plan 2020



INDIGENOUS TOURISM
ASSOCIATION OF NEW BRUNSWICK

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prepared for the

Indigenous Tourism Association of New Brunswick

by

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& ASSOCIATES

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Oelalin! Woliwon!

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Contents

Introduction 4

Strategic Direction 5

Goals and Objectives 7

Critical Next Steps 11

Appendices..... 12

Appendix A: Vision and Mission for ITAC (Indigenous Tourism Association of Canada)... 12

Appendix B: Indigenous Partnerships with Provincial and National Parks..... 13

Appendix C: Guardians Programs..... 14

Appendix D: SEAS Programs..... 14

Introduction

The Indigenous Tourism Association of New Brunswick (ITANB) retained MacLeod Farley & Associates in October 2019 to assist with the preparation of a Strategic Plan.

A Joint Planning Session was held at Red Bank Lodge (Metepenagiag Heritage Park) on November 29th and 30th, 2019 with the following people in attendance:

Patricia Dunnett	Chair of ITANB
Karen Narvey	Secretary of ITANB
Montgomery Paul	ITANB board member
Cynthia Howland	ITANB board member
Robert Bernard – ITAC Atlantic Representative	
Rick MacLeod Farley – facilitator with MacLeod Farley & Associates	



From Left to Right: Rick MacLeod Farley, Patricia Dunnett, Karen Narvey, Robert Bernard, Monty Paul, Cynthia Howland

This report includes the strategic direction for ITANB developed by the above noted group. This report was reviewed via board conference calls on December 20, 2019 and January 10, 2020 which included members Carol Alderdice, Kimberly Nash-McKinley, Shane Perley-Dutcher.

Strategic Direction

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 – Continue to build our momentum and visibility

Goal B – Strengthen our organization

Goal C – Support and grow our industry

Goals and Objectives

Our Three Goals

Goal A:
Continue to
build our
momentum
and visibility

Goal B:
Strengthen our
organization

Goal C:
Support and
grow our
industry

Objectives to address each goal

Goal A – Continue to build our momentum and visibility

Objectives

- A-1 Further develop ITANB brand (website, jackets and other outreach materials) as well as promotional and communications materials**
- do what we can with current resources, and seek more resources to do more
- A-2 Further strengthen relationships with First Nation leadership and organizations**
- grassroots and up – talk to the people – youth, elders, women, etc.
 - Piggyback on JEDI activities, pow wows, other gatherings and events
 - connect with Economic Development Officers, Employment Training Officers, Chiefs & Councils, etc.
 - connect with regional organizations including Union of New Brunswick Indians, tribal councils, Mi'gmawe'l Tplu'taqnn Inc. (MTI) with their nine Mi'gmaq communities in New Brunswick, Mawiw (with Elsipogtog, Neqotkuk, and Esgenoopetitj First Nations)
- A-3 Use our 'collective voice' and represent the Indigenous Tourism industry with outside agencies, partners and media**
- engage immediately on Restigouche Wilderness Waterway Park consultation
 - work with TIANB (Tourism Industry Association of New Brunswick)
 - new chair (Ginette Doiron) is super supportive of ITANB
 - need to seek Indigenous representative position on the board
 - make presentations at meetings – be there - update the MOU
 - TIANB is a resource for training!
- A-4 Develop and adopt a comprehensive Communications Strategy for ITANB**
- communications strategy to address organizational marketing, branding, consistent messaging, social media, etc.
 - could develop interim strategy to start and a comprehensive strategy once resources to do so are available

Goal B – Strengthen our organization

Objectives

- B-1 Apply for and secure funding for ITANB office (initial and ongoing)**
- B-2 Apply for and secure funding for all identified projects**
 - appoint small but capable team to carry out this role effectively
 - focus on government funding opportunities (start with those listed in session notes, factor in application deadlines) as well as non-governmental sources
- B-3 Develop a full business plan for ITANB** (including industry membership and board development, organizational development, financials, charitable arm, ...)
- B-4 Establish strategic partnerships and MOUs**
 - with Indigenous organizations – including JEDI
 - with tourism organizations, outside government, cities and municipalities, academics, businesses, and others
 - o such as Lord Beaverbrook Art Gallery, St. John’s Cruise Ship, Mawi’art, etc.
- B-5 Establish an ITANB Circle of Champions**
 - advisory support role
 - will help with building partnerships and support for ITANB
- B-6 Board Structure Development**
 - expand the board for broader First Nation representation
 - establish an Executive Committee
 - review and update by-laws

Goal C – Support and grow our industry

Objectives

C-1 Undertake strategic projects to support product development

- (1) Pow-Wow Trail – Product Development, Authenticity and Training
- (2) Youth ‘on the land’ Pre-Tourism Training program
- (3) Indigenous Tourism Business Product Development Support Project
 - work closely on this with JEDI (if possible)
 - use ITAC approach: Business Ready, Market Ready, Export Ready
 - seek ITAC RISE New Brunswick (or Atlantic wide) pilot project
 - Service Industry Training

C-2 Undertake strategic projects to support industry development

- Become a Resource Centre to support Indigenous tourism business development, product development and marketing
- Seek to undertake an Indigenous Tourism Industry Data Collection project (including a full list of those currently involved in Indigenous cultural tourism and Indigenous tourism – direct and indirect, Indigenous tourism students, etc.) – possibly in partnership with an academic partner, Indigenous tourism students or interns, etc.

C-3 Develop and offer a full Indigenous tourism ‘product development circle’

- Youth pre-tourism training
- Youth tourism training
- Hospitality Training
- Service Industry Training (for front line workers)
- Tourism business development and entrepreneurship training
 - o Launch business support
 - o Operational business support

C-4 Work towards clear targets for business ready, market ready and export ready

- Do this professionally – possibly based on preliminary results of Indigenous Tourism Industry Data Collection project

Critical Next Steps

The two critical next steps for ITANB, in priority order, are as follows:

- 1 – resources for full time staff**
- 2 – project funding**

Rationale: Resources for full time staff is foundational and key to achieving all three goals in full.

1 – resources for full time staff

To maximize ITANB effectiveness, resources are needed to hire one or two full-time staff positions as soon as possible.

Position title: Executive Director

Target annual salary: \$75,000

If possible – hire an administrative support person (\$35,000) as well, plus associated costs (15% benefits, office space, travel, ...).

The full office budget is likely \$200-300K per year (to be confirmed).

Length of desired staff positions:

Five-year core funding is needed for ITANB (including the two staff positions)

Rationale: ITANB is constrained right now to what can be achieved by the volunteer board only.

To maximize ITANB impact, for the good of the province overall, resources are needed to hire staff to start immediately or ASAP.

2 – project funding

Resources are also needed to undertake key desired projects.

Top priority (in order of importance):

1. Business Plan for ITANB
2. Industry Development Research & Development – Detailed Data and Stats

Second priority (each with equal weighting):

3. Indigenous Tourism Business Product Development Support
 - Authenticity and Training
 - Business Ready, Market Ready, Export Ready
 - ITAC RISE New Brunswick project
4. Pow-Wow Trail
5. Youth Pre-Tourism Training program ‘on the land’

Critical Next Steps Action Plan - To address both critical issues, a small team will lead the work on submitting related funding applications on a HIGH PRIORITY BASIS. This team will include Patricia, Karen and Robert (Carol, Kim and others available in a support role).

Note: When implementing various aspects of this plan, it may be useful to refer to the detailed planning session discussions reflected in the ‘Meeting Notes’ document (updated January 10, 2020). Patricia and Karen have copies of this document available upon request.

Appendices

Appendix A: Vision and Mission for ITAC (Indigenous Tourism Association of Canada)

ITAC Vision:

A thriving Indigenous tourism economy sharing authentic, memorable and enriching experiences.

ITAC Mission:

To provide leadership in the development and marketing of authentic Indigenous tourism experiences through innovative partnerships.

Appendix B: Indigenous Partnerships with Provincial and National Parks

There are strong co-management precedents in other parts of Canada (like Haida Gwaii) where Provincial and National Parks have been developed in First Nations traditional territories. With federal Parks the norm is to negotiate Park Impact and Benefit Agreements (PIBA's) with each affected First Nation. For example, for the creation of the Mealy Mountains National Park in Labrador Parks Canada and the federal government have negotiated PIBA's with the Inuit of Nunatsiavut and the Innu First Nations.

Often governments use the term "co-operative management" instead of "co-management" meaning they still see themselves as the ones in charge. In talking with other First Nations who have gone through this process it's really in the implementation, and the type of relationship that can be built more so than in the actual agreements. The most successful examples are those that are not solely bound to the letter of a PIBA or other such agreement, and more to the spirit and intent of the agreement.

ITANB may benefit from the Parks Canada guidelines for developing partnerships with First Nations which they summarize as follows:

- **P** for partnership, which means working collaboratively in planning management and operations;
- **A** for accessible, encouraging access to traditional lands and resources;
- **R** for respectful, meaning building mutual respect, trust and understanding;
- **K** for knowledge-based, meaning honouring and incorporating traditional knowledge;
- **S** is for supporting Aboriginal community interests and helping to build capacity.

Appendix C: Inspirational Youth and Land Programs

Guardians Programs

An increasing number of First Nations are developing a Guardians program. Guardians help care for the land – they are essentially the ‘eyes and ears’ for their communities, monitoring wildlife, patrolling protected areas, administering Indigenous law in ancestral territories and creating management plans. In 2017 the federal government committed to investing in a national Aboriginal Guardians Network.

Video link: <https://www.ilinationhood.ca/our-stories/indigenous-guardians-video/>

Once trained, guardians can become the guides for tourism programs in parks and throughout the First Nation’s traditional territory.

SEAS Programs

Source: <http://www.emergingstewards.org/>

Supporting Emerging Aboriginal Stewards (SEAS) community Initiative is a youth program initiated by First Nation community partners in western Canada working together with Nature United. Local programs are designed to engage, develop, prepare and empower Indigenous youth to become the next generation of stewards in their communities and territories.

SEAS programming works to spark and strengthen the connections between youth and the natural world around them. First started in 2009, the SEAS Initiative has supported youth in four communities in the Great Bear Rainforest of British Columbia as well as the Lutsel K'e Dene community in in the Northwest Territories. Working collaboratively with Nature United, each community partner develops and designs a program uniquely suited to the community's priorities, needs and opportunities for engaging youth in stewardship learning and activities. Programs integrate traditional and cultural knowledge with western science approaches, and typically have both a school component and a summer internship component.

START A SEAS PROGRAM - The SEAS Toolkit is available online and was developed as a planning tool for land-based education programs for Indigenous youth. It was created to share and provide ideas, suggestions and guidance to anyone working on developing and delivering these kinds of programs.