



5-YEAR STRATEGY

NEWFOUNDLAND & LABRADOR
INDIGENOUS TOURISM ASSOCIATION

2019-2024



NLITA: PRESERVING AND PROMOTING INDIGENOUS CULTURE, KNOWLEDGE AND PLACES IN NEWFOUNDLAND & LABRADOR THROUGH LEADERSHIP AND SUPPORT FOR COMMUNITY-LED, GRASSROOTS TOURISM.

Newfoundland and Labrador is the ancestral home of distinct Indigenous cultures, each with its own unique history, language, beliefs, and traditions. The Labrador Inuit, NunatuKavummiut, Innu, and Newfoundland Mi'Kmaq all have a place here, and their cultural pillars have been built upon over countless generations, continuing to be strengthened by those who actively practice, share, and preserve this invaluable Indigenous knowledge. Though each community and culture is unique, there is a common bond that ties them all together; a bond borne of centuries of adaptation and spiritual connection to the land leading to proficiency with, and respect for the resources it provides. This, and other Indigenous knowledge can be celebrated and woven into the fabric of Indigenous tourism for the betterment of all Indigenous peoples in Newfoundland and Labrador.

To succeed with this objective, we are embarking on an important journey to create an Indigenous-led tourism association that will act as a leader, set direction, and coordinate our efforts in support of the Indigenous tourism sector and all its stakeholders, especially those at the grassroots level. This grassroots approach will ensure responsible sector growth and development through strategic planning, developing partnerships at multiple levels, and promoting active participation from Indigenous tourism stakeholders at all stages of business readiness.

This collaborative 5-Year Strategy initiated by the Newfoundland and Labrador Indigenous Tourism Working Group addresses these objectives directly. An Indigenous tourism association for Newfoundland and Labrador will support its industry members through strong regional, provincial, and national partnerships to provide meaningful benefits for the Indigenous communities across the province, setting direction for expansion and prosperity in order to create dynamic tourism offerings, and provide a powerful voice to promote these products to the world.

NLITA – the Newfoundland and Labrador Indigenous Tourism Association has arrived.

WE ARE: AN INDIGENOUS-LED GROUP OF DEDICATED PEOPLE PASSIONATE ABOUT THE INDIGENOUS TOURISM POTENTIAL IN NEWFOUNDLAND & LABRADOR.

Our working group has built a plan based on the voices heard through our sincere attempt to engage with industry, partners and most importantly, Indigenous communities, 91% of whom agreed that an Indigenous tourism association would be an asset for their communities and/or businesses to help them prosper and reconcile with the past. Based on the additional findings of the engagement process, as well as by means of strong leadership and organizational planning, NLITA has identified 9 strategic directions as a result of careful listening which will keep us grounded and on course:

1. **Grassroots Tourism Support**
2. **Cultural Preservation**
3. **Indigenous Inclusion**
4. **Governance & Leadership**
5. **Marketing & Branding**
6. **Product Development**
7. **Partnership Development**
8. **Education & Awareness**
9. **Capacity Building & Training.**

Through these 9 strategic directions inspired by our grassroots approach to tourism development, NLITA will be in a strong position to serve its members by offering guidance and solutions on their aspirations to develop and enhance their tourism offerings. NLITA will provide a platform for opportunities for community-level stakeholders to influence how Indigenous tourism is developed and recognized in Newfoundland and Labrador, ensuring outcomes are based on Indigenous values while preserving traditional knowledge and culture.

Our leadership and governance will employ sound fiscal policies and practices to ensure that NLITA is built on a foundation of sustainability and integrity, able to lead the province's Indigenous tourism industry for generations to come. In fact, it is anticipated that the association's 1st year operating budget will be at \$455,000 (.45%) which is conservative, and less than the overall average of those provinces supporting an indigenous association.

Our plan is mindful that Indigenous tourism is the fastest growing tourism sector in Canada, and that we need to be in the best position possible to respond to, support, and lead our province's Indigenous tourism market.

We have held ourselves accountable by planning and aligning our efforts with key measurements of success, considerate of regional, provincial, and national agendas, recognizing that success will ultimately be measured by producing indigenous experiences and supporting our cultural entrepreneurs. The outcome will provide tangible socio-economic benefits for our Indigenous members and communities alike. It's not just about us, our efforts will have a positive impact our entire province's social and economic success. We will do this together by supporting our communities, increasing revenues and jobs, all while enhancing Newfoundland & Labrador's overall successful tourism brand.

We will move forward, committed to working together and striving for improvement. This brochure captures highlights of **2019 5-Year Strategy** which provides a route for us to prosper, and paints an impelling picture for supporting our industry's future. We invite you to read and discover, and welcome you to walk alongside as we embark on our important journey.

NLITA Leadership - 2019 Working Group

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OUR VISION

FOR INDIGENOUS TOURISM IN NEWFOUNDLAND & LABRADOR

Our vision is: To preserve and promote Indigenous culture, knowledge and places in Newfoundland & Labrador through leadership.

NLITA exists primarily to give the budding provincial Indigenous tourism industry the support that it requires and deserves. Existing and potential Indigenous tourism operators in the province currently receive minimal support in the areas of product development, marketing, professional guidance, capacity building, and funding. Built on strong values and ensuring accountability to its members, NLITA will strengthen the Indigenous tourism industry through advocacy, multi-level partnerships, and strategic initiatives with the overall goal of creating lasting benefits for Indigenous peoples and their communities while strengthening our provinces social and economic position.

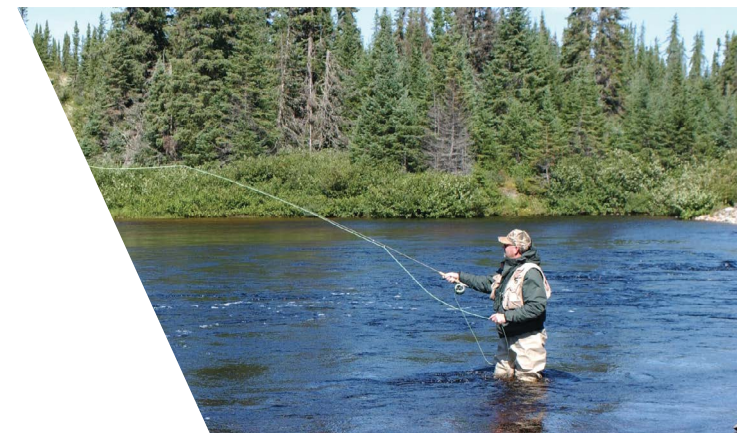
Commencing with this strategy, NLITA will continue listening to the voices of our community members and Elders on an ongoing and consistent basis to ensure that these values are integrated into everything that the association undertakes. Through Indigenous inclusion, community members can influence the strategic direction and decision-making process of NLITA, collaborating in the leadership process. NLITA and the communities it will serve will be co-creators and champions of the growth and development of Indigenous tourism in Newfoundland and Labrador; it is this very notion of grassroots efforts that has been part of our history and certainly our future. Growth will be defined as creating more indigenous products and services while preserving our culture, which in turn will have a positive impact on our provincial GDP, creating employment opportunities and building capacity.



NLITA GUIDING PRINCIPLES

To guide NLITA's organizational mandate, the following guiding principles have been extracted as a result of shared priorities amongst Indigenous tourism stakeholders.

- **Bridging the Gap** – NLITA will act as a pivot point between traditional Indigenous ways and the mainstream tourism industry; while not compromising culture and ensuring that Indigenous tourism is developed under the terms of the Labrador Inuit, NunatuKavummiut, Innu and Newfoundland Mi'kmaq. NLITA's leadership is comprised of Indigenous individuals and are trusted by their communities.
- **Setting a Shared Table** – NLITA will show leadership and establish intentional alliances with provincial and federal government departments, destination marketing organizations (DMOS) and other strategic partners that result in meaningful outcomes for Indigenous communities across the province.
- **Engaging a Coordinated Regional Approach** – NLITA will lead Indigenous tourism development on a provincial level, ensuring that all of the diverse regions and cultures within the province have the opportunity to participate and contribute their aspirations for Indigenous tourism development.
- **Preserving Our Cultures** – NLITA will actively work to nurture traditional Indigenous knowledge and practices and ensure their safeguarding for future generations by means of promoting cultural awareness and experiential learning through tourism.
- **Bringing Pride to Our People** – NLITA will strive to achieve increased well-being for Indigenous community members across the province by stimulating stronger local economies, and creating opportunities for celebrating our identity and culture.
- **Healing & Changing the Narrative** – NLITA will encourage reconciliation with the past while building strength for the future by accurately educating others about our province's Indigenous history & cultures.



LISTENING TO IMPORTANT VOICES

ENGAGEMENT RESULTS

The most important step in developing the NL Indigenous Tourism Strategy was executing a comprehensive engagement strategy that invited insights, ideas, and opinions from industry, community members, partners, and other stakeholders who will influence or benefit from the growth of Indigenous tourism in our Province.

The community and stakeholder engagement process for the development of NLITA's 5-Year Strategy had 231 Indigenous tourism businesses, Indigenous community members and tourism partners participate in an online survey. In addition, 35 individuals participated in one-on-one phone interviews to discuss the opportunities and challenges the sector faces in Newfoundland & Labrador (NL).

RESULTS FROM OUR STAKEHOLDER ENGAGEMENT PROCESS:

- A combined 91% of community members and operators believed Indigenous tourism lacked political support and advocacy on a provincial level. Conversely, 64% of tourism partners believed Indigenous tourism has political support and advocacy on a provincial level.
- 90% of community members and 86% of operators believed a Provincial Indigenous Tourism Organization would provide benefit to their community and/or business.

"THEY WILL GIVE US
REPRESENTATION
AND A VOICE"

— COMMUNITY MEMBER

"DO MORE TV COMMERCIALS
WITH INDIGENOUS LENS"

— TOURISM OPERATOR

"START AT THE GRASSROOTS AND BE PROUD
OF OUR UNIQUE HISTORY, CULTURE AND PEOPLE."

— COMMUNITY MEMBER

- 57% of community members believed one of the biggest challenges with participating in the Indigenous tourism industry was the lack of support and promotion for grassroots tourism and smaller communities.
- 43% of community members and 57% of operators believed Indigenous tourism lacked marketing and promotional support on a provincial level.
- 29% of all respondents believe that the greatest opportunity for growing and developing Indigenous tourism is to create awareness and understanding, and build a bridge between Indigenous and non-Indigenous people.
- 66% of all respondents believe the role of a provincial Indigenous tourism association was to create a focused vision, provide leadership and guidance, and advocate for support for the Indigenous tourism sector.
- 48% of tourism partners said they can provide critical information, direction, and can assist in identify needs, while a combined 49% of community members and operators said they needed support in this area.
- 48% of tourism partners said they can provide support with marketing and promotion, while 61% of community members and operators said they needed support in this area.
- 26% of tourism partners said they can provide financial support, while 81% of community members and business operators said they needed support in that area.
- 55% of tourism partners said they can provide training and human resource development, while 67% of community members and 42% of businesses said they needed support in that area.
- 43% of Indigenous tourism operators said they needed support with customer service training while 25% said they needed training in food and hospitality.
- 80% of community members said youth and elder involvement and inclusion were important factors in developing their community's tourism industry.
- 71% of community members said using a community-based approach is an important factor in developing their community's tourism industry.
- 57% of community members said they needed support with establishing guidelines and standards in order to develop tourism and welcome visitors.

"To be more involved in tourism, youth need to develop skills, confidence in their self-worth through employment, leadership, become storytellers to pass on the generational stories, etc" — Community Member.

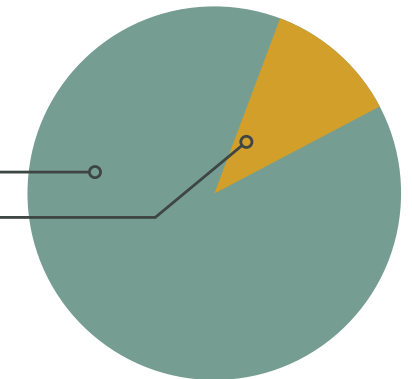
IN SUPPORT OF A PROVINCIAL INDIGENOUS TOURISM ORGANIZATION.

Yes No Other

Indigenous Community Member

90% (85)

10% (9)

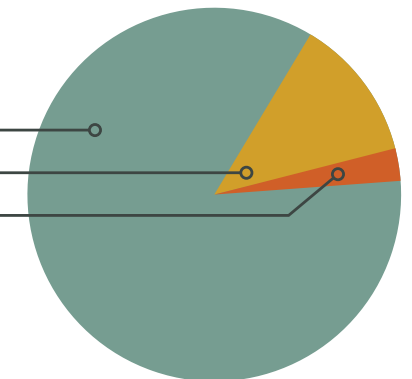


Tourism Business & Operators

86% (24)

11% (3)

4% (1)

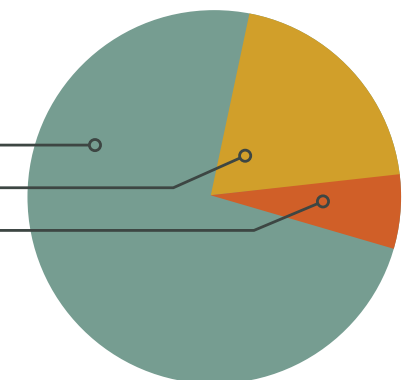


Partners

71% (18)

21% (3)

7% (1)



BUILDING

A SOLID FOUNDATION

The Newfoundland and Labrador Indigenous Tourism Association (NLITA) has defined 9 strategic directions which will serve to guide the organization, its projects, activities and initiatives. These directions are explained below.

Grassroots Tourism Support will serve as the foundation for NLITA's organizational strategy as it is the culture, traditions, and lived experiences of Indigenous people, which are at the heart of Indigenous tourism. Implementing an on-the-ground approach will ensure that Indigenous ways guide tourism development in our communities.

Cultural Preservation keeps our traditions safe which are a representation of our ancestors' ways of life, knowledge, attitudes and beliefs. This cultural knowledge holds immense value and must be sustained for future generations.

Indigenous Inclusion means that individuals in our communities truly feel valued, empowered, heard, welcomed and a true sense of belonging. We will listen to the needs, ideas and concerns of our community members to ensure these values are integrated into everything that NLITA undertakes.

Governance and Leadership will position NLITA as a guiding light for Indigenous tourism development in the province, focused on supporting operators and communities while partnering with provincial organizations and departments to increase market respect and awareness.

Marketing and Branding efforts engaged by NLITA will promote Newfoundland and Labrador as a desirable Indigenous destination with a variety of cultures and landscapes to discover through meaningful encounters with people and places.

Product Development support will ensure that operators, individuals and communities are able to create and offer tourism experiences under their own terms and that they have the skills and knowledge to deliver market-ready products to visitors.

Education and Awareness will manifest in two forms: informing Indigenous community members of the opportunities that Indigenous tourism presents as well as fostering understanding, appreciation and respect of the Indigenous cultures of Newfoundland and Labrador amongst visitors.

Capacity Building and Training initiatives will be developed and offered based on the industry's needs and as identified by Indigenous tourism stakeholders and equip them with the resources that they need to perform at their highest potential.

Partnership Development is a priority for NLITA in order to strengthen and access local and regional resources for increasing Indigenous tourism visitation in the province and ensuring that communities are well supported.





FROM THE GROUND UP

GRASSROOTS TOURISM SUPPORT

SUPPORTING PRODUCT DEVELOPMENT

Indigenous tourism at the grassroots level exemplifies unique and authentic Indigenous moments, ambassadorship, individual and community empowerment, and increased participation and access to benefits. In order to successfully develop and grow Indigenous tourism in the province, NLITA will strive to ensure that all grassroots tourism partners particularly Indigenous operators and community members have the opportunity to strengthen their knowledge and skills which are necessary for them to be successful in the tourism industry.

Indigenous cultural entrepreneurs are at the heart of this important industry; therefore, it is only natural that these individuals are co-leaders. Preservation of Indigenous cultures and creating meaningful experiential learning opportunities will be at the heart of Indigenous tourism product development in Newfoundland and Labrador. NLITA will work with operators and communities to ensure that the province has a suite of well-connected Indigenous tourism products that offer personal value in the eyes of potential visitors, as well as the support services to supplement these core products.

AUTHENTIC INDIGENOUS MOMENTS

As a way to facilitate ease of entry to the tourism industry for small businesses and individuals interested in ‘testing the waters’ of entrepreneurship, the Authentic Indigenous Moments (AIM™) Model is being recommended as a way of NLITA to use technology as a platform for communities to sell and promote cultural experiences across Newfoundland and Labrador.

At the core of the AIM™ model are passionate individuals in the communities, referred to as ‘Cultural Entrepreneurs’, who will develop their own ‘Packaged Moments’ that can range anywhere from 1-hour long activities to multi-day adventures out on the land. These experiences will be promoted through a centralized ‘consumer rated’ web platform where tourists can browse and reserve their authentic Indigenous moment. This platform will set NLITA up for sustainability while providing the opportunity for entrepreneurs and businesses to thrive through a central distribution of authentic products and services.



BUILDING CAPACITY IN INDIGENOUS COMMUNITIES

In order to encourage Indigenous tourism product development in Newfoundland and Labrador, the appropriate support mechanisms need to be in place for Indigenous operators and entrepreneurs. NLITA's approach to Indigenous tourism development will be carried out through various initiatives that focus on building capacity and supporting grassroots growth:

- Community Tourism Sessions and Workshops
- Best Practices Tour
- Tour Development and Packaging
- Entrepreneur Incubation Centres
- Coaching and Mentorship Support
- Business Planning and Financial Facilitation
- Training for Youth
- Visitor Readiness
- Occupational Training

ENSURING CULTURAL INTEGRITY

NLITA is fully committed to protecting and strengthening Indigenous knowledge and ensuring that our cultures are never compromised purely for commodification. By using Indigenous tourism as a vehicle for education and awareness, NLITA will foster understanding, appreciation, sensitivity and respect of the distinct Indigenous cultures of Newfoundland and Labrador.

As an organization that prides itself on employing a grassroots approach to development, NLITA will look to Indigenous community members, Elders, youth and local governments to influence the strategic direction and decision-making process of the newly formed association. This allows for a shared-decentralized leadership model based on Indigenous inclusion.

Our valuable cultural and historical resources will be protected and preserved for the benefit of fostering pride amongst Indigenous peoples today and in future generations. Preserving our cultures and keeping this important knowledge alive will help our youth and the next generation continue to practice Indigenous ways of life. Indigenous tourism can be used as a tool for preserving and sharing Indigenous languages, history, traditions and rituals.

NLITA ELDER ADVISORY

For fundamental guidance and integrity and as part of NLITA's organizational structure, an Elder Advisory Council will be established. As was discussed in the NLITA strategic planning session, the formation of an Elder Advisory Council will ensure the preservation, strengthening and integration of Indigenous worldviews into NLITA's long-term goals and day-to-day operations.

INDIGENOUS TOURISM CHAMPIONS & CULTURAL ENTREPRENEURS

In ensuring that NLITA pursues a grassroots bottom-up approach, Indigenous tourism champions who represent the province will be identified and invited to participate in NLITA's organizational activities. These individuals will provide leadership at the local community level, helping to inspire, empower and motivate aspiring Indigenous tourism operators and entrepreneurs. NLITA's Indigenous Tourism Champions may also be used for marketing purposes to highlight businesses and experiences, encouraging visitors to participate and learn about NL's Indigenous cultures.

ELDER & YOUTH PROGRAMS

During the engagement process, a key identified area of support required by youth of Indigenous communities was education and training, particularly with respect to their own Indigenous cultures. It was identified that youth need to be given opportunities to learn about their Indigenous cultural heritage and practice it. This need can be addressed by implementing meaningful youth and Elder programs that focus on the transfer of important Indigenous knowledge.

These kinds of programs offer opportunities for Elders, youth, and community members of all ages to participate in traditional skills, arts, crafts, and cooking. This kind of 'informal' transfer of knowledge is critical in the communities; it helps each community to better retain its unique culture, provides the community's youth with invaluable traditional knowledge, and encourages cultural authenticity in tourism.

CULTURAL PROTECTION, PROTOCOL & AUTHENTICITY

Authentic Indigenous cultural tourism is an industry sector experiencing significant worldwide interest. It is important for the province of Newfoundland and Labrador to take control of which cultural elements are shared and ensure that each culture is properly and appropriately represented.

This growth in experiential tourism is currently being encouraged and promoted by Destination Canada, as reflected in their recent 'brand evolution', *For Glowing Hearts*. To capitalize on this shift in tourism – from activity to experience based – and ensure authentic cultural experiences are being developed, recognized and promoted throughout the province, it is recommended that NLITA implement ITAC's National Guidelines and considers CES' Cultural Authenticity Program (CAP) until a formal recognition program is developed. The CAP's main objective is to recognize Indigenous cultural entrepreneurs, while increasing awareness among visitors to understand more about the local businesses and what they have to offer in the communities they visit.

STRENGTH THROUGH UNITY

— ESTABLISHING KEY PARTNERSHIPS

Until the formation of the Newfoundland and Labrador Indigenous Tourism Working Group, the provincial Indigenous tourism sector had generally operated in silos. In recent years the interest in Indigenous tourism has grown substantially, which points to the need for a coordinated provincial approach. As the demand for Indigenous experiences in the province increases, it is time that the sector is taken seriously and given the support that it requires within the greater provincial tourism arena. This will without a doubt contribute significantly to the growth of Newfoundland and Labrador's tourism economy overall.

Establishing strong and mutually beneficial partnerships with organizations that have a similar mandate or values to that of NLITA is a high priority & goal of the association.

NLITA's voice can facilitate meaningful and symbiotic relationships with regional, provincial and national leaders, associations and government entities. We will do this through outreach, awareness and political advocacy on behalf of our industry members and communities.

ESTABLISHING RELATIONSHIPS

Many community and regional partnerships have been identified and will continue to be pursued in the coming years. In general, NLITA will welcome a partnership with any organization that has an interest in enhancing or growing the Indigenous tourism industry in the province of Newfoundland and Labrador. Partnerships will be pursued by NLITA that are aligned with and will further strengthen the organization's strategic objectives/critical elements. Together they will work to tackle issues facing the Indigenous tourism industry while capitalizing on and sharing each other's resources.

COMMUNITY-LEVEL PARTNERSHIPS

As a grassroots-based Indigenous tourism association, perhaps the most important partnerships will be those established with local communities and the organizations that support those communities. To ensure that NLITA implements its strategy founded upon strong values, establishing strong contacts with local governments, economic development or cultural departments within Indigenous communities will be critical.

In its initial years and in order to establish strong connections throughout the province, it is being recommended that NLITA conducts community tourism sessions to offer information about the opportunities for community-based Indigenous tourism development, and the support mechanisms that NLITA offers.

STRATEGIC ALLIANCES

Aligning with The Indigenous Tourism Association of Canada's (ITAC) national goals and targets will be an important activity of NLITA in the initial stages of development and long into the future. NLITA also supports Atlantic Canada's established key activities for meeting "Pan-Atlantic Indigenous Strategies 2021" targets based on ITAC's 4 Strategic Pillars of product development, marketing, leadership and partnership.

Uncommon Potential – A Vision for Newfoundland & Labrador Tourism Vision spearheaded by the NL Tourism Board emphasizes the importance of providing travellers with memorable experiences and lasting memories which are the cornerstone of Indigenous tourism. There is absolutely no doubt that Indigenous tourism seamlessly complements and enhances the province's existing tourism value proposition. It will be the hope of NLITA that NL considers an inclusive and engaging approach to including and supporting Indigenous products, experience development and promotion. Open dialogue and new conversations will facilitate benefits for both organizations, and the tourism industry as a whole.

POSITIONING

INDIGENOUS TOURISM IN NEWFOUNDLAND & LABRADOR

NLITA'S BOLD BRAND

NLITA will project a strong, respected and relatable brand that resonates with its primary core users: Indigenous tourism operators; identified visitor target markets and key provincial partners.

A large element of NLITA's brand position will be bridging the gap between Indigenous individuals who do not want to (and shouldn't have to) compromise their cultural traditions, and the mainstream tourism industry that demands a specified level of market-readiness. NLITA will assist operators in achieving the expected standards without relinquishing their Indigenous way of life or worldview. In this sense, there will be 2 primary aspects to building NLITA's brand:

- Establishing NLITA as a leader and reliable resource for supporting Indigenous communities, operators and entrepreneurs as they build their tourism products and services while preserving their culture
- Creating messages that resonate and inspire while accurately portraying the opportunity that Indigenous tourism experiences provide for personal growth and cultural revitalization

These 2 facets will ultimately represent NLITA's brand identity as it will need to appeal to both its members and the huge potential target markets that exist for Indigenous experiences in Newfoundland and Labrador.

As identified by the leadership of NLITA, key brand messaging will depict an organization that is:

- Relatable to the general public
- Supportive – a place to go for operators
- Impactful, respected, inspirational
- Respectful
- Results oriented – clearly demonstrated goals
- Present – on the ground/visible – immersed in the community
- Identifiable
- Professional and credible yet approachable/relatable – bridging the gap

The above comments were used as inspiration for the proposed logo for NLITA. The proposed organizational logo has a rustic modern appearance, portraying NLITA's 2 brand characteristics as described above: professional leadership and grassroots support.



VISITOR MARKET FOR INDIGENOUS TOURISM IN NEWFOUNDLAND & LABRADOR

Drawing upon the market research from various sources that define the Indigenous tourism's international and domestic markets - most notably ITAC, Destination Canada, and Hospitality Newfoundland & Labrador - have guided us in understanding the priority segments and the NL visitor profile.

Newfoundland and Labrador has built its tourism identity largely around 3 main themes: rugged natural landscapes, centuries of rich human history, and an undeniable sense of hospitality. Indigenous tourism can capture the same markets, but with a spin. They can appeal to the learners interested in discovering how Indigenous people thrive in these rugged natural landscapes and the wealth of resources they contain; the Cultural Explorer who wants to experience the Indigenous traditions unique to this part of the world; and the Free Spirits, content to engage spontaneously, safe with the knowledge that their Indigenous hosts will keep them safe, warm, and fed. Indigenous tourism is the fastest growing sectors in Canada with a high demand for Indigenous products and services, that would ignite and compliment NL's current themes.

“GROWTH IN INDIGENOUS TOURISM SECTOR EMPLOYMENT AND GDP IS SUBSTANTIALLY OUTPACING GROWTH IN EMPLOYMENT AND GDP GENERATED OVERALL BY TOURISM ACTIVITY IN CANADA (EMPLOYMENT +17.3% VS +5.1%; GDP +23.2% VS +14.5%). THE CONFERENCE BOARD OF CANADA AND THE INDIGENOUS TOURISM ASSOCIATION OF CANADA.” -

Sourced: Conference Board of Canada

5-YEAR MARKETING ACTIVITIES

NLITA will engage a variety of strategic marketing tactics that will ultimately increase revenue for individual businesses, tourism-engaged communities, and the provincial Indigenous tourism industry as a whole. Now more than ever, defining and implementing a well-thought-out digital marketing strategy is crucial to NLITA's success, especially those related to tourism, and NLITA will establish a solid base for launching an effective digital marketing strategy, including but not limited to:

- Interactive Website and App
- Social Media Channels
- Professional Photography and Videography
- Interactive Virtual Kiosks/Digital Marketing
- Conversion Tracking, Data Analytics and Search Engine Optimization (SEO)
- Members & Partners Attraction and Retention
- Resource Links and Curated Events

To ensure a comprehensive marketing strategy, tried and true traditional marketing tactics will also be pursued. Development and distribution of print media such as brochures to DMOs, tourism offices and other partners is a valuable tactic for increasing brand awareness and attracting visitors to Indigenous operators. NLITA's traditional marketing strategy will also be comprised of:

- Provincial Indigenous Tourism Visitor Guide
- Familiarity (FAM) Tours
- Geographic Branding and Thematic Routes
- Travel Trade

ENSURING SUSTAINABILITY

RESPONSIBLE MANAGEMENT AND FINANCIAL PLANNING

NLITA's 5-Year Strategy and proposed operating model emphasizes sustainability and the triple bottom line which balances socio-cultural, environmental, and economic sustainability.



Pando Terra™ is a development model that uses Indigenous ways to promote sustainability. Using Pando Terra™ for NLITA's organizational strategy ensures a balance between investment and development opportunities, the land and environment, and the community's socio-economic growth, resulting in a positive triple bottom line.

This model will be used to create an internal operating structure and management tool for NLITA, its staff and the Board of Directors. This model provides a framework that creates accountability and responsibility. Pando Terra™ follows a cooperative management approach, which entails:

- Active cooperation from staff and the Board of Directors
- Decision making by consensus
- Single managing/governing body
- Shared sense of purpose
- Exceptional commitment by all
- Minimized duplication of efforts
- Strong governance & financial accountability

This model promotes associational sustainability through adaptation to the changing priorities and needs of the association.

Pando Terra™ addresses 7 holistic elements:

- Training and Human Resource Development
- Educational Links & Transfer of Knowledge Applications
- Linking Traditions with Technology
- Protection of Environment, Heritage & Culture
- Opportunities for Local Businesses
- Employment Opportunities
- Community Infrastructure

Our leadership and governance will employ sound fiscal policies and practices to ensure that NLITA is built on a foundation of sustainability and integrity, able to lead the province's Indigenous tourism industry for generations to come. In fact, it is anticipated that the association's 1st year operating budget will be at \$455,000 (.45%) which is conservative, and less than the overall average of those provinces supporting an indigenous association.

Furthermore, our total combined annual budget over 5 years (\$3.6 million) is less than 1% (.75%) of the provincial Indigenous tourism industry's contribution to Newfoundland and Labrador's GDP estimated at \$95.2 million. NLITA is in line with the national average of other provincial Tourism Indigenous associations with the same operational aspirations.

This conservative budget indicates a high return on investment for the province and partners who will financially support NLITA's 5-year budget.

PROJECTED 5-YEAR BUDGET

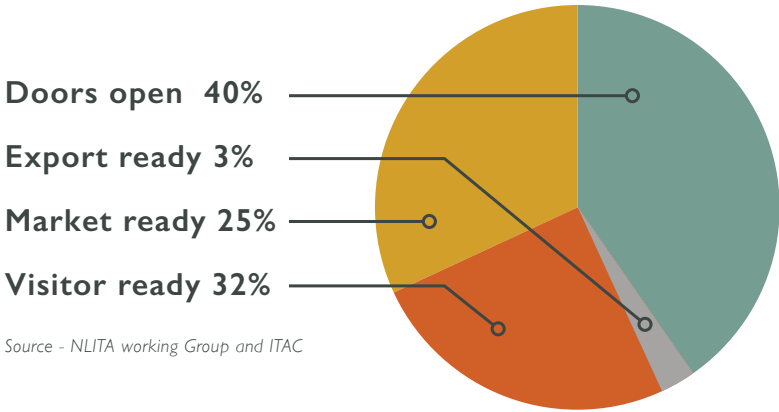
5-YEAR BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Grassroots Tourism Support	-	\$140,000	\$150,000	\$210,000	\$220,000	\$720,000
Cultural Preservation	\$25,000	\$20,000	\$130,000	\$100,000	\$195,000	\$470,000
Indigenous Inclusion	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000	\$350,000
Governance & Leadership	\$245,000	\$85,000	\$155,000	\$75,000	\$75,000	\$635,000
Marketing & Branding	\$70,000	\$20,000	\$115,000	\$75,000	\$150,000	\$430,000
Product Development	-	\$100,000	\$85,000	200,000	\$100,000	\$485,000
Partnership Development	\$25,000	\$25,000	\$25,000	25,000	\$25,000	\$125,000
Education & Awareness	\$30,000	\$50,000	\$15,000	\$15,000	\$15,000	\$125,000
Capacity Building & Training	-	\$100,000	\$75,000	\$65,000	\$50,000	\$290,000
Total	\$455,000	\$605,000	\$820,000	\$840,000	\$910,000	\$3,630,000

PROJECTED FUNDING OPPORTUNITIES & INVESTMENT	SHORT TERM 1 - 2 YEARS		MEDIUM TERM 3 - 4 YEARS		LONG TERM 5+ YEARS	
	NLITA	Partners	NLITA	Partners	NLITA	Partners
Grassroots Tourism Support	\$28,000	\$112,000	\$72,000	\$288,000	\$44,000	\$176,000
Cultural Preservation	\$9,000	\$36,000	\$46,000	\$184,000	\$39,000	\$156,000
Indigenous Inclusion	\$25,000	\$100,000	\$29,000	\$116,000	\$16,000	\$64,000
Governance & Leadership	\$66,000	\$264,000	\$46,000	\$184,000	\$15,000	\$60,000
Marketing & Branding	\$18,000	\$72,000	\$38,000	\$152,000	\$30,000	\$120,000
Product Development	\$20,000	\$80,000	\$57,000	\$228,000	\$20,000	\$80,000
Partnership Development	\$10,000	\$40,000	\$10,000	\$40,000	\$5,000	\$20,000
Education & Awareness	\$16,000	\$64,000	\$6,000	\$24,000	\$3,000	\$12,000
Capacity Building & Training	\$20,000	\$80,000	\$28,000	\$112,000	\$10,000	\$40,000
Total	212,000	848,000	332,000	1,328,000	182,000	728,000

PERFORMANCE MEASUREMENTS

WHERE WE ARE NOW

ESTABLISHING A BASELINE ON 72 BUSINESSES IDENTIFIED



Source - NLITA working Group and ITAC

BUSINESSES BY SECTOR

SECTORS	Doors Open	Export Ready	Market Ready	Visitor Ready
Food and Beverage	5	-	2	-
Accommodation	3	1	5	9
Transportation	2	-	8	1
Arts and Heritage	10	-	2	9
Travel Services - Retail	7	-	-	4
Other	1	1	-	-
Recreation and Outdoor Activities	1	-	1	-

WHERE WE NEED TO GO

CLOSING THE GAP

- Support our cultural entrepreneurs, businesses and communities in growing our provinces tourism offerings
- Increase employment and entrepreneurial opportunities
- Align ourselves with strong partnerships being mindful of the provincial and national agendas
- Grow the indigenous tourism sector to meet with current and future market demands
- Foster and encourage an indigenous inclusive view for building NL tourism industry
- Provide education, training and transfer of knowledge programs to increase our capacity in tourism
- Respect and engage communities in tourism only as they are comfortable in doing so
- Increase visitorship to our communities and province respectively by developing indigenous experiences
- Support a renewal and vitalization of our cultural practices and traditions
- Lead our Indigenous tourism industry with positive impacts on our cultural, social and economic wellbeing

HOW WE GET THERE

USING 9 STRATEGIC DIRECTIONS AS A GUIDE

Highlights of our key performance measurements

Using our 9 strategic directions as a guide as well as ITAC's Atlantic Canada and National Agenda for Indigenous Tourism, the following are highlights from NLITA's Key Performance Indicators:

GRASSROOTS TOURISM SUPPORT <ul style="list-style-type: none">• Conduct tourism sessions in 8 communities throughout NL• Launch the Authentic Indigenous Moments™ program with at least 10 featured cultural entrepreneurs• 50 grassroots tourism businesses to become members of NLITA	GOVERNANCE & LEADERSHIP <ul style="list-style-type: none">• Develop a business plan for NLITA• Attend 10 industry events within NL, Canada, or internationally	PARTNERSHIP DEVELOPMENT <ul style="list-style-type: none">• Establish MOUs and agreements with ITAC, the Department of Tourism, Culture, Industry and Innovation, and Hospitality Newfoundland and Labrador• Align with the Pan-Atlantic Indigenous Tourism Initiatives & ITAC• Indigenous Community Organizations
CULTURAL PRESERVATION <ul style="list-style-type: none">• Launch Elder and youth programs in a minimum of 3 communities• Establish formal authenticity guidelines that include protocols for cultural protection	MARKETING & BRANDING <ul style="list-style-type: none">• Host Annual Provincial Tourism Forums to unite operators and partners• Increase the frequency of Indigenous content in general NL destination marketing by 10%• Attendance at minimum 5 travel trade events	EDUCATION & AWARENESS <ul style="list-style-type: none">• Reach a minimum of 50 Indigenous beneficiaries to educate them about the opportunities that tourism can offer• Aim for 60% of tourists having learned something new about Indigenous cultures in NL, based on surveys• Host a minimum of 3 industry networking opportunities for industry
INDIGENOUS INCLUSION <ul style="list-style-type: none">• identify 5 Indigenous Tourism Champions and engage them in the areas of training, product development and marketing• Increase Indigenous tourism employment by 50%	PRODUCT DEVELOPMENT <ul style="list-style-type: none">• Establish 20 new cultural enterprises – 'Doors Open'• 25 formally recognized 'market ready / export ready' Indigenous tourism businesses in NL, according to ITAC's guidelines• Develop at minimum 2 additional tourism products or services in each of the communities that have participated in community tourism sessions• Facilitate the development and marketing of 3 packaged itineraries	CAPACITY BUILDING & TRAINING <ul style="list-style-type: none">• Conduct 2 best practice tours with established or aspiring Indigenous tourism operators• Establish 2 Entrepreneur Incubation Centres (1 each in Newfoundland and 1 in Labrador)• Conduct 5 training programs ranging in length from 2-day workshops to 6-week courses• Conduct or facilitate coaching and mentoring with a minimum of 5 Indigenous youths

FROM VISION TO REALITY

The place is ‘here’, and the time is ‘now’ for NLITA to explode on to Canada’s Indigenous tourism landscape. We have the plan, and we have the people to turn our vision into reality.

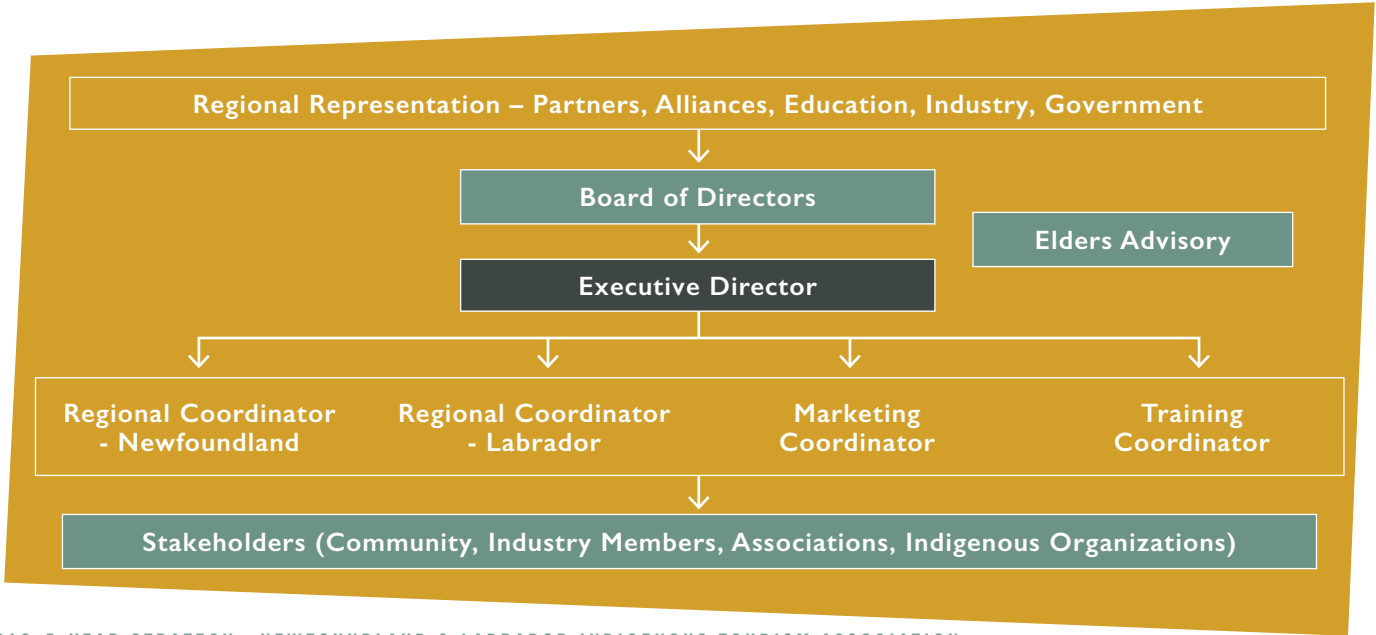
Board of Directors – With decades of combined experience and a myriad of capabilities, our Board of Directors will continually reflect on our guiding principles and organizational goals, ensuring that our path to success is clear and true.

Executive Director – With direction from our Board and Elders Advisory Group, our Executive Director will lead us through the peaks and valleys of our impending success, enabling NLITA to emerge as an example of best practices for Indigenous tourism associations across the country.

Regional Coordinators for Newfoundland and Labrador – Though joined in spirit, we are separated by geography, each part of our province recognizing the similarities and differences that make our province unique. Our Regional Coordinators will work diligently to represent their communities, inspire them with common goals, and celebrate the differences that make our province so worthy of visiting.

Marketing Coordinator – Our Marketing Coordinator will build on the strong brand of Newfoundland & Labrador’s Tourism industry and blend them with our own Indigenous flair to create a truly unique destination brand that will be shared with the world.

Training Coordinator – In order for NLITA to represent the ‘best’, we must make training, coaching, and support services readily available for our members. Our Training Coordinator will source the highest level, most efficient and relevant resources available, and facilitate ease of access for our tourism operators.





SPECIAL THANKS TO

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READERS CONFIDENTIALITY

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For more information on this project such as partnership opportunities and/or involvement please kindly contact:

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Images used in this document to illustrate and/or provide vision were collected via the worldwide web and hereby give credit to the organizations mentioned throughout. Additional images were provided by: Pete Barrett, Jillian Larkham and Jeff Martin.

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This is Part 1 – Executive Summary, of 2 parts. Full report available upon request.