

Mi'kmaw Sustainable Cultural Tourism Development Strategy

2024-2029

WALKING FORWARD TOGETHER



Photo credit: Tourism Nova Scotia
Featured in photo- Lindsay Paul



NOVA SCOTIA INDIGENOUS
TOURISM ENTERPRISE NETWORK

Table of Contents

01	Message from NSITEN Executive Director	34-38	SWOT Analysis
02	Organizational Overview	39-42	The Strategy- Vision & Goal
03	NSITEN Board	43	Strategic Pillars
04	Executive Strategy	44	Strategic Objectives
05	The Process	45-55	Action Plan
06	Our Core Values	56	Next Steps
07-10	Mi'kmaw Sustainable Cultural Tourism		
11-22	The Current Landscape		
23	Additional Factors Impacting Tourism Development		
24-27	Key Geographic Markets		
28-33	Understanding our Ideal Visitor		

Message From NSITEN Executive Director



We are pleased to present to you our new five-year Mi'kmaw Sustainable Cultural Tourism Development Strategy titled, "Walking Forward Together". Mi'kmaw cultural tourism has the ability to preserve culture, language and traditions and provide our Mi'kmaw Tourism Entrepreneurs and communities the opportunity to lead the way in reclaiming and revitalizing our culture. We couldn't be more proud and excited to see our culture being revitalized and celebrated as it is today.

The strategy and its contents provide us with a unified, clear path forward and is influenced and created through meaningful community engagement and reflects the aspirations, concerns, needs and values of Mi'kmaw people and communities ensuring that the work that we are set out to achieve aligns and is reflective of what we heard.

The last number of years we have been committed to rediscovering of our authentic Mi'kmaw culture and traditions. Making sure these foundational pieces are solid were key to ensuring we can move ahead knowing that what we promote, develop and share with our youth, will be preserved, passed down and never lost. Making cultural preservation and revitalization a priority has strengthened our work and as we move forward and showcase our authentic Mi'kmaw culture to the world we do so with meaning and integrity.

The well-being of our people, planet, and culture is what guides the work we do. Through ongoing conversations with Elders, knowledge experts, youth and communities, a common theme we heard was that environmental protection as it relates to Mi'kmaw cultural preservation and revitalization needs to be at the forefront of any and all development. This strategy is guided by Mi'kmaw people and the goal, objective, mission and vision has been created with input from all of you. It reflects the values, needs and concerns each of you shared with us. We are excited and committed to the goal and vision outlined in this strategy and we hope that you continue to walk with us on this journey and support authentic Mi'kmaw Sustainable Cultural tourism development as we welcome visitors to learn, share and celebrate our authentic Mi'kmaw culture.

Wela'lioq,

Robert Bernard

Organizational Overview

NSITEN was incorporated in 2017 as a not-for-profit organization and has grown significantly year by year. NSITEN is mandated to support professional development for Indigenous owned tourism businesses, staff and stakeholders involved in the tourism industry. NSITEN recognizes and supports the important contributions of Elders and cultural heritage experts and initiates development projects focused on promoting existing authentic, high-quality member products and business services as well as providing support for new product and business development.

NSITEN works with industry, government, and communities to identify areas of opportunity to align and work together to achieve mutually beneficial goals and objectives that result in supporting the growth and development of authentic Mi'kmaw sustainable cultural tourism. This includes seeking and applying for funding and grants to support this work. As we move forward, NSITEN requires significant investment which will assist our organization to directly work with Mi'kmaw communities, businesses, organizations, cultural enterprises (existing and new) to develop and provide authentic experiences through enhanced products and services in partnership with overall tourism and cultural organizations and businesses. This same approach has been utilized across Canada and has been instrumental in developing creating many new and exciting authentic Indigenous cultural tourism products and businesses. NSITEN is an active partner with the Indigenous Tourism Association of Canada (ITAC) partner and endorses their three-year national plan titled "Building Back Better". ITAC is a very strong national organization, established on the collective work of many dedicated individuals such as Keith Henry, President & CEO of the Indigenous Tourism Association of Canada (ITAC) as well as the regional directors. This includes Mr. Robert Bernard (Executive Director, NSITEN) who joined the ITAC National Board as the Nova Scotia representative in 2014-15. He then stepped into an Executive role as the Board Secretary from 2015-16 and took on the national role as the Executive Chair from 2016-17.

"Visitors to Atlantic Canada are excited to explore our coast and experience the rich landscapes that we're proud to call home. This is Nova Scotia's time to showcase its unique and developing tourism industry... (and) provide guidance and direction on the long-term success of Indigenous tourism in Nova Scotia."

Robert Bernard, Executive Director (NSITEN)

NSITEN Board of Directors

The primary duty and responsibility of the NSITEN Board of Directors is to provide appropriate governance and strategic oversight of Mi'kmaw Cultural Tourism to help guide work and ensure that NSITEN fulfills its mandate following good governance practices.

It is this collective process that has driven many new and exciting projects in cultural tourism across our lands. These development projects focus on promoting authentic products and business services as well as focusing on quality and authentic experiences. These are the type of initiatives that will be offered to tourists from around the world that will visit the many Indigenous locations across Nova Scotia.

Our current Executive Board is led by Chairperson Catherine Martin (Millbrook), with our Co-Chair and Secretary positions currently vacant, our Treasurer Marlene Joudry (Bear River). The structure of the board is currently under review and a new structure that will enhance representation from across the Province will be proposed and decided upon at the next Annual General Assembly & Annual General Meeting

OUR MISSION

NSITEN MEANS “UNDERSTAND”

The acronym NSITEN is also a Mi'kmaw word meaning “Understand” and our new organization is focused on sharing the right path towards the process of creating “Understanding” through the cultural knowledge transition we see possible through tourism.



NOVA SCOTIA INDIGENOUS
TOURISM ENTERPRISE NETWORK

Executive Strategy

This 5 year Mi'kmaw Sustainable Cultural Tourism Development Strategy, herein referred to as the strategy, is a living, breathing document and has been developed to guide us as we move forward collectively to grow and develop Authentic Sustainable Mi'kmaw Cultural Tourism throughout Mi'kma'ki (Nova Scotia). The strategy provides insight into key priorities and goals of which we are now at a point of implementation in order to further the development of authentic, Mi'kmaw sustainable cultural tourism. This work is also an opportunity for the province of Nova Scotia and the Federal government to do the right thing, take action and make good on the promises outlined in the Truth & Reconciliation Commission's 94 Calls to Action and take concrete, meaningful steps towards reconciliation.

The goal and objectives outlined in the strategy are ambitious but realistic. In order for real long-lasting change to be realized, significant investment in the Mi'kmaw cultural tourism industry is required. We can't do it alone. NSITEN relies on its many existing partnerships within the tourism industry, with educational institutions, destination marketing organizations and all other ally organizations and will continue to work with our partners, new and existing to achieve mutually beneficial goals and objectives and with those whose values and goals align with the work we are set out to do. The work we do will support the removal of barriers and address the needs expressed by Mi'kmaw communities and tourism industry as a whole, leading to significant growth and opportunities for the Mi'kmaw cultural tourism industry, and the broader industry, in Mi'kma'ki, Nova Scotia.






Our strategy focuses on the growth of an innovative, authentic, sustainable cultural tourism sector which will ensure that our culture, traditions, and environment are protected and revitalized so that we can continue to build capacity and foster the development of authentic, engaging and sustainable tourism experiences that respect our Mi'kmaw art, culture, traditions, and reflect the strong connection and dependence on the land and environment as a whole.

The key priority areas of focus where we feel we can see the greatest impact have been established and outlined in the strategy and are based on in-depth, meaningful community engagement, stakeholder input and secondary research provided by key tourism Industry partners such as: Destination Canada, Indigenous Tourism Association of Canada, and Tourism Nova Scotia. We are confident that the key priorities and actions outlined will lead us to achieving the goals and objectives set out in this strategy.

The Process- Having All Voices Heard

In addition to the comprehensive research provided by ITAC, Destination Canada and Tourism Nova Scotia, over the two-years, we have carried out targeted discussions with key Mi'kmaw cultural tourism stakeholders to seek input and guidance surrounding Mi'kmaw cultural tourism development- what it should and should not look like. This process and meaningful engagement has given voice to all Mi'kmaw communities and stakeholders, all of whom have greatly influenced the goal, vision, objectives and actions as outlined in the strategy. Over 300 Mi'kmaw people from all thirteen Mi'kmaw communities representing a broad demographic range including; Elders, youth, artists, land-based knowledge experts, Council Members, students, and Mi'kmaw tourism businesses and organizations have helped define the long-term vision and have helped us identify the work required to be done to experience sustainable, authentic Mi'kmaw tourism growth and development.

The engagement and research process included:

-  **In-person strategic engagement sessions and workshops**
-  **In-person visioning exercises**
-  **Electronic and in-person surveys conducted at community events**
-  **In-depth second hand research**
-  **Meaningful conversations with Elders,cultural experts, youth, business owners**

This inclusive, bottom-up approach to tourism development planning was followed with the understanding that Mi'kmaw people and communities are impacted the most by development and therefore should have a voice and influence over the outcomes. This input, guidance and understanding of what our vision, needs, challenges and opportunities are in relation to Mi'kmaw Sustainable Cultural Tourism is, has given us the confidence to move forward on a clear path knowing that all Mi'kmaw people have had the opportunity to influence this piece of work and we move forward together in a meaningful, powerful way.

The Foundations - Our Core Values

The following core values guide the work we do and represent values commonly expressed at every level as we went through the engagement process:

	Leadership		As an industry leader, we aim to achieve meaningful and tangible results for our Mi'kmaw people and Communities.
	Authenticity		We are true to ourselves, our communities and traditions so we always know what is ours so that it can be passed down to future generations.
	Environment/Sustainability (Netukulimk)		Tourism development will be done through the lens of our Mi'kmaw culture. Environmental protection and preservation is a critical element of continue to our cultural preservation. The two are harmonious.
	Partnerships		Partner and collaborate with multi-level destination marketing organizations, individual tourism businesses, sector tourism organizations and government agencies. We are stronger together. We are respectful and supportive of our people, our partners, and our communities.
	Integrity		Always striving to do what is right for our people.

Mi'kmaw Sustainable Cultural Tourism

What Does Mi'kmaw Sustainable Cultural Development Mean To You?

To ensure that we had a common understanding of what Sustainable Cultural Tourism means through the Mi'kmaw lens, we dedicated a considerable amount of time defining it in our words.

The process involved in defining Mi'kmaw Sustainable Cultural Tourism Development included close to 100 in-person and on-line surveys, conversations with Elders and knowledge keepers, youth, Community leaders and Mi'kmaw tourism operators, crafters, artists and knowledge keepers representing all 13 First Nations communities in Mi'kma'ki.



Photo credit: Tourism Nova Scotia

Mi'kmaw Sustainable Cultural Tourism- Hearing Valued Voices

The statements below are a sampling of the what was shared when asked what "Mi'kmaw Sustainable Cultural Development" means to you.

"Sustainable to me means long term- continuous so a long term culturally accurate, respectful and authentic experiences. We can explain our way of doing things to people by showing them"

"Using resources available to us with the fundamental concept of netukulimk"

"Means sharing your culture and stories"

"Being proud of your culture learning and sharing it with the world"

"To teach and showcase what was passed down from our Elders. There are many teachings that are still being held by our elders that are yet to be shown or passed along. We need to interact and with our elders before its to late"

"Having respect and care for all living beings and the land while sharing experiences in an authentically L'nu way that will sustain and protect the livelihood of our next seven generations"

"Using our knowledge and environments to teach others while deriving a profit from these teachings that ultimately does not harm or hinder the planet"

"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"

"It means everything"



Mi'kmaw Sustainable Cultural Tourism "Hearing Valued Voices"

After careful reflection and review of all of the input and feedback from close to 100 people, we combined the information and crafted the following statement to define "Mi'kmaw Sustainable Cultural Tourism"

Mi'kmaw led tourism practices that prioritize cultural revitalization and preservation, the health and well-being of our people and environment by sharing authentic culture and traditions with visitors in a way that sustains and protects our people, culture and livelihood for the next seven generations.



The Current Landscape

Situation Analysis- What We Know

National Context- Positive Indicators For The Future Of Indigenous Tourism

In 2020, in partnership with ITAC, the Conference Board of Canada research conducted that revealed that compared to 2019, Canada's Indigenous tourism sector has experienced a 65.9% decline in direct GDP (down to \$555 million) and a 59.4% decline in employment (down to 14,624 jobs) in 2020, due to COVID-19 and the global tourism industry grinding to a halt. Despite this, there are many positive indicators showing that Indigenous tourism is rebounding and we will see tourism return to pre-pandemic levels in 2024.

- Based on data provided by ITAC, prior to COVID-19, in 2019 there was 23.5% increase in Indigenous tourism revenues, outpacing the rest of the sector which only increased by 14% in 2019, as a result of improving Canada's competitive advantage by aligning the visitor demand for authentic experiences.
- In 2019, Indigenous tourism employed 39,000 employees and brought in and estimated \$1.9 billion in direct GDP.
- Canadian tourism sector is on the recovery trajectory, domestic will lead with US travel increasing significantly in 2024 and international taking over by 2024/25
- With targeted investments, it is anticipated that Indigenous tourism is expected to recover more quickly than the rest of the tourism sector by 2025 due to shifting Canadian interest towards Indigenous tourism (based on Destination Canada modelling).
- Post COVID-19, now more than ever, visitors are seeking out designations and experiences that offer meaningful connection with communities that are and transformational
- Resilient "essential" travel sentiment
- There is pent-up travel demand and resources
- COVID-19 travel restrictions lifting

The Current Landscape

Situation Analysis- What We Know

Highest Summer Occupancy Rates

As shown below, data from Destination Canada shows that from June - September 2022, Mi'kma'ki (Nova Scotia) was in the top 3 of all Canadian provinces in occupancy rates.

June- **NS- 79.8%**. Nfld & Lab - 79.6%. PEI- 78%

July- PEI- 92.6%. **NS- 84.7%** Nfld & Lab- 83.7%

August- PEI- 95.2%. **NS- 89.5%**. Nfld & Lab- 85.4%

September- PEI- 82.1%. **NS- 80.6%** BC- 79.7%

- Source: Destination Canada

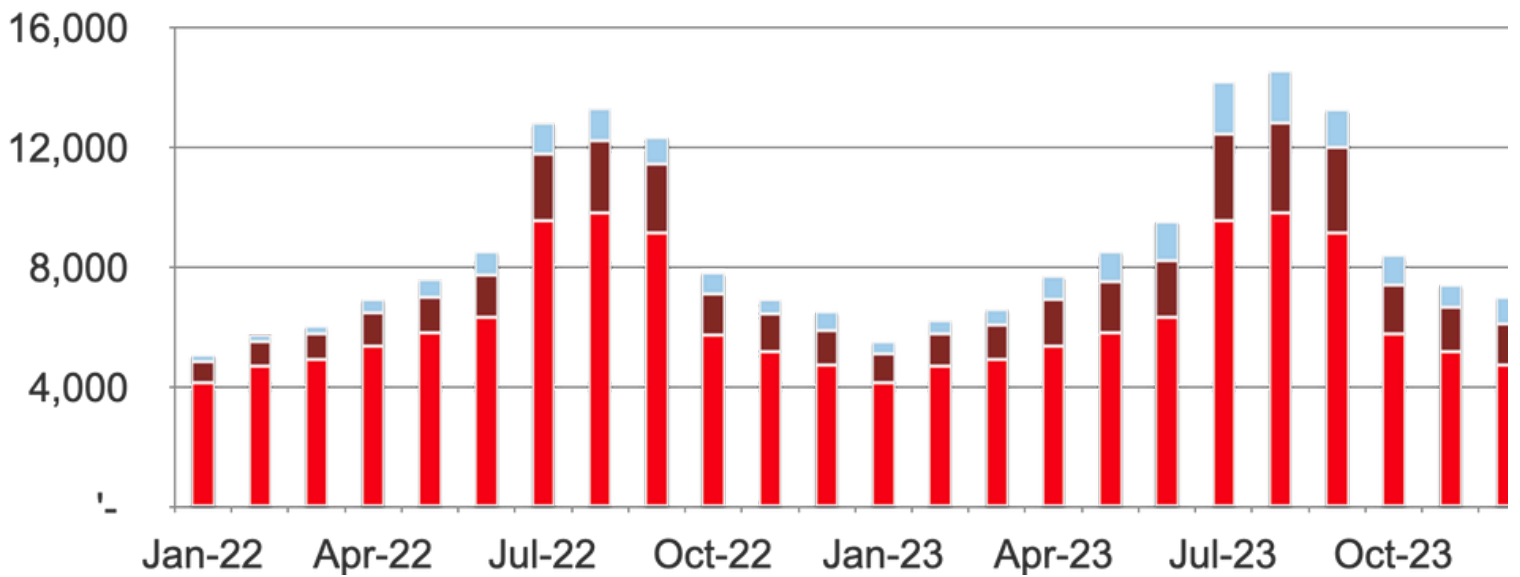


Photo credit: Tourism Nova Scotia

The Current Landscape

Situation Analysis- What We Know

In 2023 Domestic overnight visits will account for most of the share of summer capacity



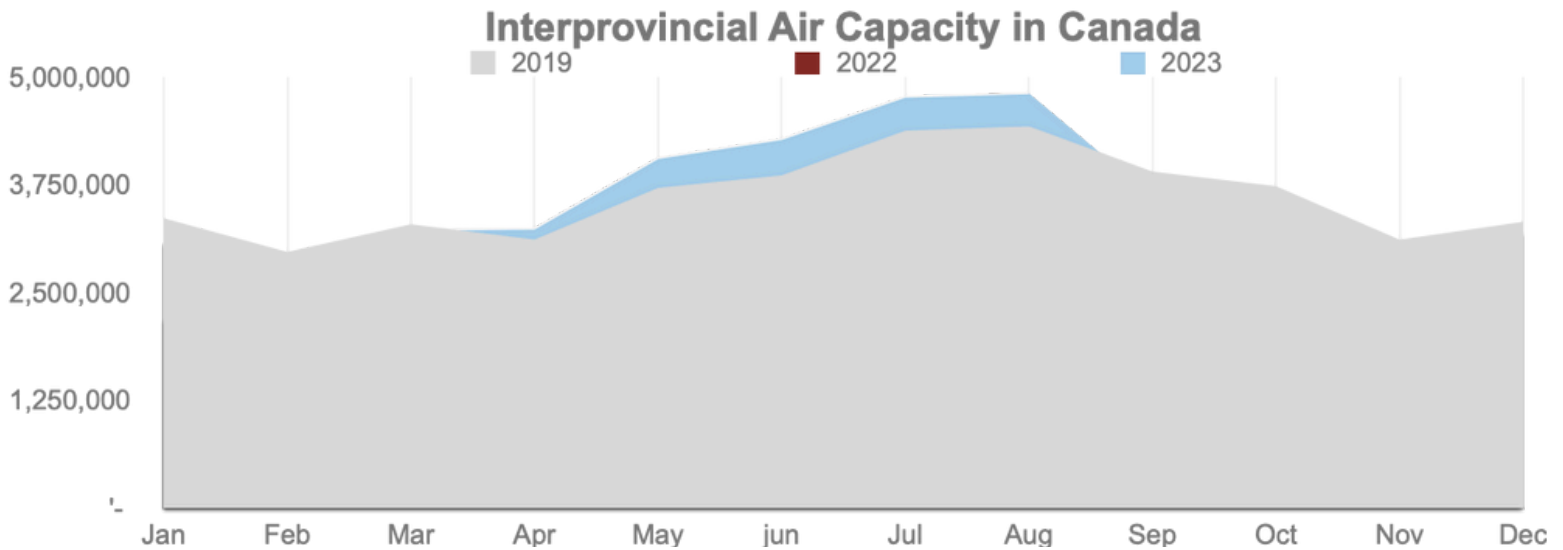
● *TOTAL INTERNATIONAL VISITS FROM DC KEY MARKETS ● *TOTAL DOMESTIC OVERNIGHT INTER-PROVINCIAL ● *TOTAL DOMESTIC OVERNIGHT INTRA-PROVINCIAL

This is positive in the short-term, but long-term we will aim to attract a more high-yield international visitors who spend on average 4 x's that of a domestic visitor

The Current Landscape

Situation Analysis- What We Know

Air capacity within Canada has returned and is projected to surpass 2019 levels in 2023



SOURCE: IATA OAG (DATA EXTRACTED OCTOBER 11, 2022)

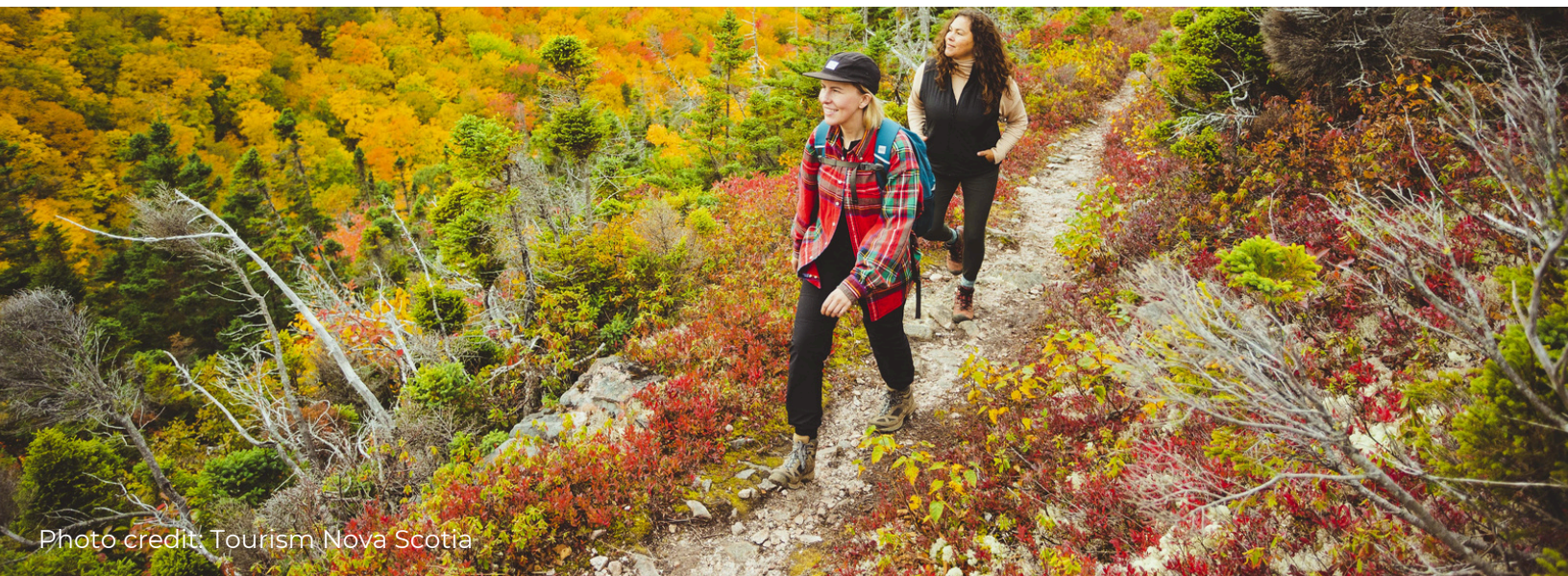


Photo credit: Tourism Nova Scotia

The Current Landscape

Situation Analysis- What We Know

Based on 3rd Quarter data (July-September 2022): Data showed that Priority Markets were at 78% recovery.

SEAT CAPACITY RECOVERY IN PRIORITY MARKETS, Q3 2022 VS Q3 2019
Percent of Q3 2019 seats recovered



*Excludes Mexico beach markets

Source: DiiMi; Ailevon Pacific Aviation Consulting analysis

Almost half of all travellers are booking for Canada within a month of travelling



The Current Landscape

Situation Analysis- What We Know

Local Insights

Mi'kmaw Sustainable Cultural Tourism development is still in the early developmental phase. Our industry is lagging behind in terms of market and export readiness.

Having said this, there is significant room for growth, and we look forward to leading and supporting this development with support from our partners and allies and with adequate funding so that we can be in a position to support our industry properly

Here is some of what our members shared with us in a recent survey which share insight into our current assets-our strengths and insight into areas of the tourism sectors:

Greatest opportunity for Development (Based on recent survey) :

Artist and Crafter	62%
Authentic Cultural Activities	46%
Festivals and Events	40%
Outdoor Eco-Tourism	12%
Culinary (F&B)	12%
Accomodations	2%

The Current Landscape

Situation Analysis- What We Know

Local Insights

Main challenges businesses are facing to keep doors open:

Access to funding	78%
Financial/operational support	74%
Funding/training for additional staff	72%
Business Development Training	70%
Tourism industry knowledge	68%
Market/export ready knowledge/training	68%

The Current Landscape

Situation Analysis- What We Know

Local Insights

Marketing and promotion of business:

In a recent NSITEN membership survey 64% shared that they don't have a website for their business.

Top social three media platforms used to promote business include:

Facebook	84%
Instagram	48%
TikTok	18%



The Current Landscape

Situation Analysis- What We Know

Local Insights Training and Development Opportunities

The following top training opportunities were reported as being the most valuable to our members:

Market/export readiness	83.7%
Website development	77.6%
Tourism knowledge/training	75.5%
Social Media	69.4%
Heritage Interpreter	53.1%
Tour guide	42.9%
WHIMIS	42.9%
Serve It Right	34.7%

The Current Landscape

Situation Analysis- What We Know

Local Insights - Additional information

56% of businesses are not registered through Joint Stocks.

Results of recent survey outlined the following in regards to business operation location:

Physical location in Community and virtual	23.7%
Physical location - Urban	21.1%
Physical location- in Community	21.1%
Physical and virtual - Urban	18.4%

The Current Landscape

Situation Analysis- What We Know

Local Insights - Support for businesses

When asked- Where have you accessed any support services or attended any workshops, conferences or training sessions from the following tourism and/or business and industry organizations in the past five years- the following was shared:

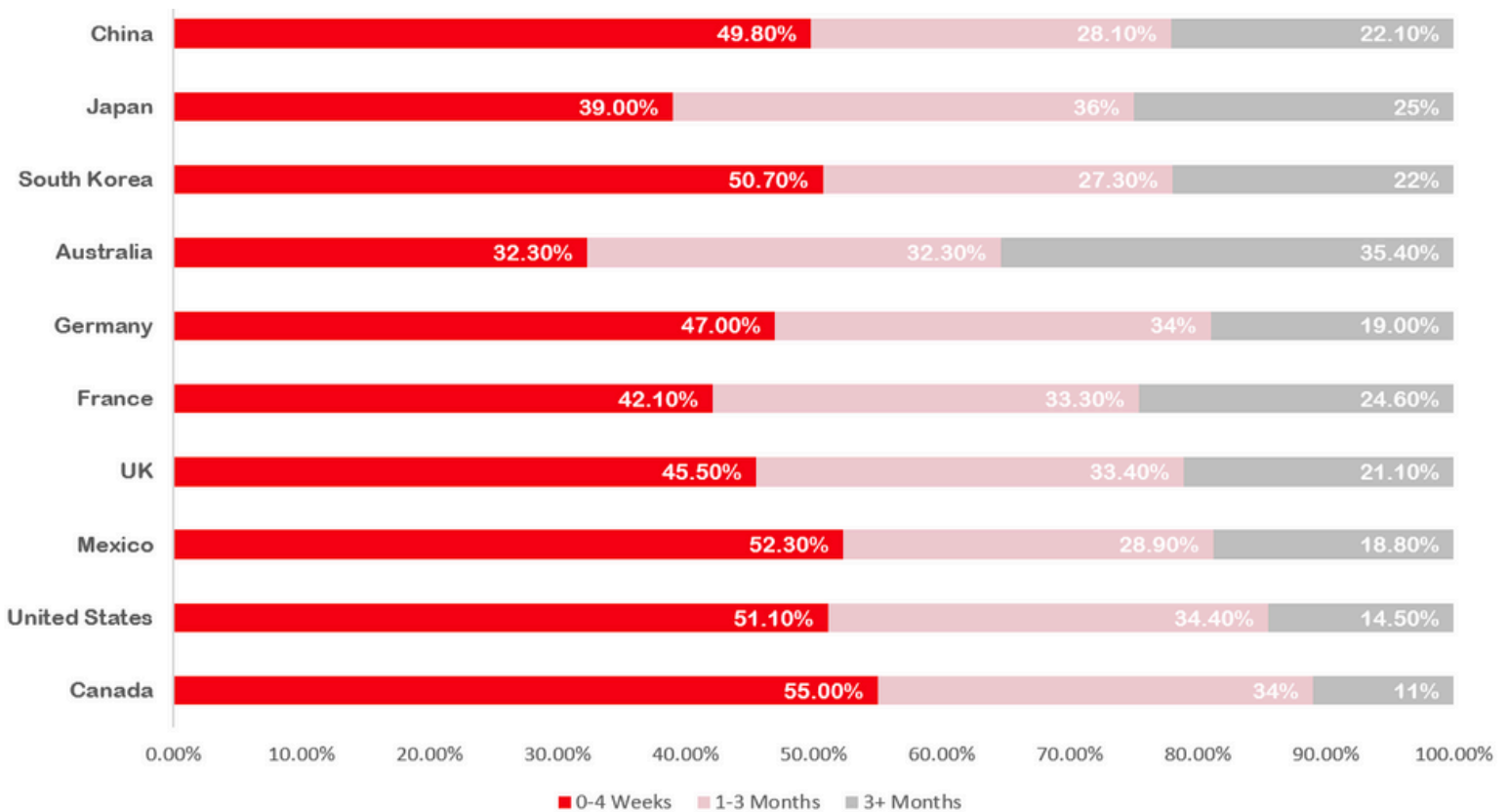
NSITEN	89.1%
Craft NS	17.4 %
KMKNO	10.9%
TNS	10.9%
TIANS	10.9%
Regional Tourism Associations	8.7%
Ulnooweg	4.3%

The Current Landscape

Situation Analysis- What We Know

Visitor Insights- International Context

Booking Windows for Flights to Canada by Market (April – September 2022)



SOURCE: GOOGLE TRAVEL ANALYTICS CENTER (FLIGHT BOOKING QUERIES)



Factors and Trends Impacting Sustainable Mi'kmaw Cultural Tourism Growth & Development

Factors Impacting Mi'kmaw Cultural Tourism Growth & Development

- Sustainable Government Investments in the Atlantic / N.S. Region
- Lack of infrastructure investments targeting Mi'kmaw tourism in the Atlantic
- Lack of Federal/Provincial funding targeted specifically to cultural tourism development
- Cultural connections with tourism does not match mainstream tourism industry priorities
- Low awareness of Mi'kmaw people/priorities from Atlantic Tourism Industry Partners
- Mi'kmaw cultural tourism approaches are grassroots up rather than industry down
- Partnership and investment processes must be informed by the Mi'kmaw people

Tourism Trends impacting Indigenous Tourism development:

- Authenticity is key but significant cultural loss impacts quick response growth in sector
- On-line booking is expected but real technology access and assets challenges exist
- Increase demand for authentic Indigenous tourism experiences
- Visitors are seeking Hands-On Experiences. They no longer want to be spectators
- Visitors are seeking more meaningful, transformational experiences
- Demand for community based year round tourism experiences and destinations is increasing
- Demand for nature-based, eco-tourism experiences is increasing



Photo credit: Tourism Nova Scotia

Key Geographic Target Markets

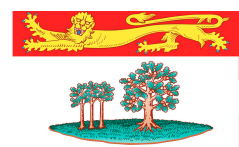
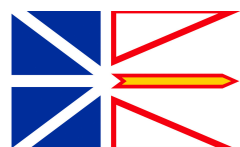
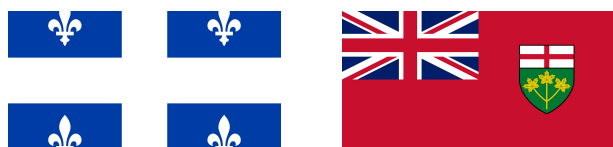
Key Geographic Target Markets

Pjila'si - Welcome



With forecasted strong spending, to support fast tourism recovery, NSITEN will focus its short-term marketing efforts towards attracting national visitors from the following provinces:

- Atlantic Provinces
- Ontario
- Quebec



Key Geographic Target Markets Beyond 2023

In the short-term, with limited established visitor marketing assets - NSITEN brand identity, website, and marketing strategy, we will leverage our partnerships with our provincial partners at Tourism Nova Scotia and the Tourism Industry Association of Nova Scotia (TIANS), our National partners at Indigenous Tourism Association of Canada (ITAC) to extend our reach and build awareness of Mi'kmaw cultural tourism in key international markets, focusing on those key markets and visitor profiles whose visitor needs and expectations are best matched with authentic our Mi'kmaw sustainable cultural tourism offerings.

These key geographic target markets that align with Tourism Nova Scotia's key targets (with the exception of France) include:

- Northeastern United States
- United Kingdom
- Germany
- France



Key Geographic Target Markets

Understanding Travel Motivators From Key Geographic Target Markets

The information from Destination Canada's Global Tourism Watch study which "provides consumer-based intelligence on 10 markets around the world, and in Canada. The information below was provided by the research team at Tourism Nova Scotia.

The overall objectives of the Global Tourism Watch study are to:

- Monitor awareness, travel intentions, and other key market indicators for Canada
- Assess perceptions of Canada and track brand performance against key competitors
- Identify the general experiences sought by travellers, assess Canada's competitive positioning on key products and identify growth opportunities;
- Identify motivators and barriers for travel to Canada; and,
- Explore the role of advocacy in the tourism context."

As part of the survey, travellers are asked about a variety of places and activities that they might be interested in on a vacation to/within Canada. The study found that the following two categories below are most relevant to Indigenous tourism:

- Cultural or traditional festivals
- Exploring Indigenous culture, traditions, or history



Photo credit: Tourism Nova Scotia

Key Geographic Target Markets

Understanding Travel Motivators From Key Geographic Target Markets

The following table illustrates the percentage of travellers from Nova Scotia's target tourism markets that indicate they would be interested in participating in these activities while on vacation/holiday. A significant percentage of travellers indicate interest.

Notably, interest in exploring Indigenous culture, traditions, or history is higher among international travellers, compared with Canadian travellers.

Activity	Canadian Travellers	US Travellers	UK Travellers	Germany Travellers
Exploring Indigenous culture, traditions, or history	21%	29%	39%	32%
Cultural or traditional festivals	28%	31%	32%	23%

Understanding Our Ideal Visitor

Situation Analysis- What We Know

Visitor Insights-Understandign vistor values and travel motivators

Our approach to Mi'kmaw Sustainable Cultural Tourism Development involves understanding who our ideal visitors are based on our their travel motivators and values. We want to aim to attract visitors who best match what we, as Mi'kmaw people and communities have to offer. This approach is not an attract all visitors at any cost or mass-tourism approach to development. Our approach to tourism development puts socio-economic needs and quality of life of our people first.

We want to offer authentic, meaningful experiences to visitors who want to experience meaningful connection to our culture, traditions, and respect our communitie and environment.

One of our key objectives for this year is to work to gain a better understanding of our Mi'kmaw Cultural Tourism Assets and to categorize each of them as being Business-ready, Market-ready and Export-ready.

This is an important first step to learning what exists, where the greatest opportunities for development and identify existing gaps in our offerings. This information will also assist our organization to identify what training needs to be made available to our members to help them grow and develop.

We will be relying on our partnerships and members to work with us to gather specific information related to Mi'kmaw experiences and products from visitors and from potential visitors about the following:

- the types of products and experiences would motivate them to travel
- what their perceptions and expectations are in terms of Mi'kmaw cultural products and experiences
- visitor satisfaction/exit surveys
- time of year visiting
- average spend
- demographic information

Currently there is limited data specific to Mi'kmaw Cultural Tourism and we look forward to working with all of our partners to assist us in collecting this valuable information so that we can make informed decisions in terms of -where, when, and to who we should be targeting our key messaging.

Understanding Our Ideal Visitor

Explorer Quotient® Profiles

Cultural Explorers and Authentic Experiencers

Market segmentation is a marketing analysis technique that allows businesses to group customers into “segments” based on given criteria such as demographics, geography or even psychological factors (attitudes, beliefs and values).

Psychographics is an evolution of the traditional field of demographics. Instead of just breaking travellers into groups based on age, income, gender, family status or education level—all of which is useful information—psychographics looks deeper at people’s social values and views of the world.

EQ breaks each geographic market down into different psychographic groups, called Explorer Types. As an organization, understanding our cultural values and tourism offerings, we feel that we are best suited to attract the following EQ Explorer Types:

Cultural Explorers and Authentic Experiencers



Photo credit: Tourism Nova Scotia

Understanding Our Ideal Visitor

Explorer Quotient® Profiles

Cultural Explorers and Authentic Experiencers



Understanding Our Ideal Visitor

Explorer Quotient® Profiles

Cultural Explorers

Cultural Explorers seek out opportunities to embrace, discover, and immerse themselves in the entire experience of the culture, people and settings of the places they visit. Not content to just visit historic sites and watch from the sidelines, they want to participate in the modern-day culture as well. They want to converse with locals, attend local festivals, or go off the beaten path to discover how people truly live.

Cultural Explorers are:

- positive
- open-minded
- curious
- risk-taker
- flexible
- easy-going
- energetic
- creative

Most likely to be seen at:

- Heritage sites
- Cultural Events
- Festivals
- B & B's
- Hostels



Photo credit: Tourism Nova Scotia

Travel values:

- Companion experiences- prefer to travel with like-minded people
- Enjoy ancient history & modern culture
- Learning travel- seek to learn about the place, connect with people and culture
- Like to explore

Understanding Our Ideal Visitor

Explorer Quotient® Profiles

Authentic Experiencers

Authentic Experiencers walk with a foot in both worlds, they appreciate the understated beauty of natural and cultural environments. They enjoy using all of their senses when they explore and really get to know the places they visit. They quickly adapt to personal challenges and risks, easily figuring out how to make the most of every situation. They want to be fully immersed in their travel experience and tend to stay away from group tours and rigid plans.

Authentic Experiencers are:

- spontaneous
- discrete
- ethical
- eco-conscious
- independent
- open-minded
- curious

Most likely to be seen at:

- nature reserves
- world heritage sites
- hiking trails
- museums
- home-stays
- campsites



Photo credit: Tourism Nova Scotia

Travel values:

- learning travel – like to learn everything about a place, time, or culture
- nature – enjoy vast natural settings and wonders
- cultural immersion – prefer integrating into the local culture
- personal development – seek self-improvement through understanding others

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A SWOT (strengths/weaknesses/opportunities/threats) analysis was conducted to provide focus and to help guide the strategic priorities outlined in this strategy. The SWOT helps identify tourism objectives.

In addition to second hand research, the SWOT analysis content is a direct result of feedback provided from the strategic visioning sessions held in Truro in March 2022. These visioning sessions helped identify the strengths, weaknesses, opportunities and threats in regards to Mi'kmaw Sustainable Cultural Tourism Development.

The following strengths, weaknesses, opportunities and threats were identified through research and meaningful engagement:

Strengths

- Our people- Artists/ Elders/knowledge/youth
- Our landscapes and landbased knowledge
- Our unique, rich vibrant culture and traditions
- Significant number of high-quality artists and musicians
- Increased awareness of Mi'kmaw culture and an increased interest from visitors seeking unique cultural experiences and hands-on authentic Mi'kmaw cultural activities
- Large inventory of high-quality, authentic, traditional Mi'kmaw cultural events, festivals and Mawiomis throughout Mi'kmaw'ki
- Rich in natural/ecological assets and scenic landscapes - flora & fauna, wildlife, lakes, oceans, water-falls, old growth forests, salt marshes
- High interest in authentic Indigenous cultural experiences from high-yield international visitors
- Valuable partnerships with genuine interest to learn about the Mi'kmaw culture to collaborate to establish and develop meaningful, mutually beneficial objectives.
- Support from all 13 Mi'kmaw communities

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths

- Support from the Assembly of Nova Scotia Mi'kmaw Chiefs
- Mi'kmaw Cultural Centres
- Strong national and international interest in authentic Mi'kmaw cultural experiences and products, connection to land, holistic approach- gaining popularity in Cultural Tourism from high-yield visitors, opportunity to market our authentic Mi'kmaw culture to key audiences who are seeking meaningful connection “transformational and healing tourism” trends are on the rise for visitors seeking true human connection and meaningful experiences.
- Authentic Mi'kmaw culinary tourism- demand is high
- Resilient “essential” travel sentiment
- Pent-up demand and resources
- COVID-19 restrictions are lifting

Weaknesses

- Low inventory of market ready and export ready Mi'kmaw products and experiences
- Hesitation to register business
- Low tourism product offering
- Lack of tourism online presence to attract visitors seeking authentic Mi'kmaw cultural tourism experiences/products
- Lack of visibility of Mi'kmaw people and culture including language
- Lack of visible signage
- Lack of adequate infrastructure to host traditional Mi'kmaw mawio'mi, feasts, events
- Limited clusters of Mi'kmaw products and experiences to increase visitors length of stay in communities.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Weaknesses

- Generally pricing products and experiences too low
- Lack of Mi'kmaw led tourism training especially in regards , access to funding, inclusive training and development support, need to reach youth
- Racism
- More research required to provide clarity and insights regarding key target markets and demographics
- Authentic, traditional material used in craft, art, traditions and ceremonies are limited and not easy to access
- Late promotion of cultural events and festivals make it challenging for potential visitors to book in advance and include in travel plans
- Lack of focus on Grassroots Community Tourism Development to encourage a coordinated approach

Opportunities

- Development of high-quality authentic Mi'kmaw cultural tourism products/experiences
- Work with partners to develop a Mi'kmaw led tourism experience development “toolkit”
- Work with partners to gain more insights and data regarding key target markets and travel types.
- Work with communities to develop Mi'kmaw Sustainable Cultural Tourism strategies
- Land based learning opportunities available in every community.
- Elder/youth mentorship programs to transfer knowledge and to preserve our intangible cultural knowledge
- Opportunity to develop multi-day Mi'kmaw cultural and landbased retreats and events
- Opportunity to encourage the development of unique, authentic Mi'kmaw experiences through collaboration. Example- Artist workshop and culinary experience, landbased nature activity and Mi'kmaw traditional feasts

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Opportunities

- Mi'kmaw Festivals and events strategy and calendar of events so that we could notify people early while they are in the trip-planning phase.
- Post-COVID there is an increased demand for authentic, meaningful cultural experiences. Now more than ever, visitors want to experience people and places that include a personal, meaningful, "transformational" experience.
- Demand for rural, "off the beaten path, "off-grid" tourism experiences are on the rise
- Continued partnership with MSVU, NSCC to attract and train more youth in the tourism industry
- Partner with communities, DMO's Municipalities, trail development organizations, Provincial and Federal Parks to increase visibility of Mi'kmaw history through Mi'kmaw developed signage, and stories
- Develop infrastructure to increase visibility of Mi'kmaw people here in Mi'kmaw'ki. This is long overdue. Examples- Mi'kmaw flag at all border crossings, Highway signage, trail signage etc., should all have Mi'kmaw culture visible. Authentic Mi'kmaw cultural products and promotional material should be visible and at all VIC's in Nova Scotia (Mi'kma'ki)
- Work with Halifax Airport and Cruise lines and Port Authorities to increase the awareness and visisblity of Mi'kmaw culture to visitors.
- Develop off-season- products and experiences -Spring and Winter

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Threats

- Access to land use for the purpose of land-based Mi'kmaw sustainable cultural tourism experience development
- Environmental racism- example -Boat Harbour
- Colonial Influence on Mi'kmaw cultural tourism development
- Access to adequate funding to support development
- Mass tourism
- Over-consumption and overharvesting of Mi'kmaw cultural natural resource
- Elder/Youth connection and mentorship needed, we need to make sure that the knowledge held by our Elders and cultural knowledge experts is not lost and that our intangible cultural heritage and traditions are passed down so that we never lose what is truly ours.
- Surging inflationary pressure
- Recession on the horizon
- Travel disruptions and labour shortages
- Uncertain times globally
- Access to necessary core funding



Photo credit: Tourism Nova Scotia

The Strategy- Vision & Goal

Strategic Framework

The framework used to complete the strategy is the GSOT model.

GOAL — A broad primary outcome.

STRATEGY — The specific approach that will be taken to achieve a goal.

OBJECTIVES — A measurable outcome of this strategy

TACTICS/ACTIONS — A tool used to implement the strategy.



Our Vision

The Vision Statement provides direction, guides the strategic goals and includes a perspective of values. A vision is a picture of a future desired situation. It is a description of what we we want Mi'kmaw Sustianable Cultural Tourism to look like in the future. The vision draws people together around a common set of ideas about what they would like to achieve for the future. The vision statement gets everything “on track” by building consensus about where you are going.

The crafting of the vision statement was an important piece of work which could only be accomplished following the foundational work of understanding the "current landscape" . It is only with a full understanding of where we are, and what we have, can we truly identify where we need to go.

Through meaningful engagement, visioning sessions, and research our vision statement created by Mi'kmaw people, for Mi'kmaw people is:

"Mi'kmaw culture and tradition is vibrant and thriving and Mi'kma'ki (Nova Scotia) is globally recognized as the destination of choice for visitors seeking meaningful, authentic Indigenous experiences which contributes to the development of authentic, Mi'kmaw cultural experiences and products resulting in a healthy socio-economic Mi'kmaw economy guided by the philosophy of Netukulimk as the primary measurement of quality of life and meaningful steps towards reconciliation are achieved."



Photo credit: Tourism Nova Scotia

The Strategy

Goals are clear, concise statements that outline what needs to happen with respect to tourism if you are to achieve your vision. They provide direction for the objectives which are more specific and measurable. The goal reflects the vision, the future desired state of tourism. To make the vision meaningful and achievable, the vision statement needs to include measurable goals, objectives and actions

The Overarching Goal

Work with our Mi'kmaw people, communities, partners and tourism stakeholders to increase the number of authentic market and export-ready Mi'kmaw tourism businesses and experiences by 100% by 2028.

Accomplishing this goal will foster the revitalization of Mi'kmaw culture and traditions, support a healthy, thriving, sustainable Mi'kmaw tourism economy and socio-economic conditions for Lnu'k throughout Mi'kma'ki (Nova Scotia) for generations to come.



The goal will be achieved through a collaborative approach among Mi'kmaw community members, stakeholders and partners to achieve authentic Mi'kmaw Sustainable Cultural Tourism development priorities here in Mi'kma'ki (Nova Scotia)

The Strategy

The 7 Strategic Pillars

The following 7 key strategic objectives have been identified as a result of research, and meaningful engagement and will guide the implementation, and increase our efforts towards reaching the goal and supporting the vision:

1. Mi'kmaw Cultural Tourism Leadership and Governance
2. Authenticity- What is Ours? Authentic Product Development
3. Sustainable Cultural Tourism Development
4. Partnerships & Collaboration
5. Branding, Marketing & Communication (Visitor & Members)
6. Training, Skill Development
7. Infrastructure Development



The Strategy

Strategic Objectives

The strategic objectives are purpose statements that help set measurable actions and steps for in order to achieve the goal.

STRATEGIC PILLARS	OBJECTIVES
Mi'kmaw Cultural Tourism Leadership and Governance	Work with the NSITEN Board and Advisory Committee to provide guidance and support for the Mi'kmaw tourism industry and Communities
Authenticity	Work with Mi'kmaw tourism leaders and industry to develop tourism products and experiences that are authentically Mi'kmaw
Sustainable Cultural Tourism Development	Work with Mi'kmaw Communities and the entire Mi'kmaw tourism sector to develop quality, authentic cultural experiences that contribute to the long-term well being of our people, places and culture
Partnerships & Collaboration	Work with Mi'kmaw and non-Indigenous partners and allies with aligning values to collaborate on mutually beneficial goals and objectives
Branding, Marketing & Communication	Develop a Destination Mi'kmaw'ki Brand Identity, Marketing Strategy and Communications Strategy
Training & Skill Development	Work with partners and industry to provide valuable training opportunities to the Mi'kmaw tourism sector to increase Market Readiness and build capacity within the industry
Infrastructure Development	Work with partners on infrastructure development projects that increase the promotions and visibility of authentic Mi'kmaw culture

The Action Plan

The Action Plan contains measurable tactics that we will aim to implement over the lifespan of the strategy. The implementation is dependent on the support of all partners and receiving adequate funding and support for each action.

ACROYNOMS USED IN ACTION TABLE LISTED BELOW:

NSITEN - Nova Scotia Indigenous Tourism Enterprise Network
ITAC- Indigenous Tourism Association of Canada
ED - Executive Director
KMKNO - Kwilmu'kw Maw-klusuaqn Negotiation Office
CMM - The Confederacy of Mainland Mi'kmaq
UINR - Unama'ki Institute of Natural Resources
DMO's Destination Marketing Organizations
TIANS - Tourism Industry Association of Nova Scotia
CCTH - Communities Culture Tourism and Heritage
TNS - Tourism Nova Scotia
MOU - Memorandum of Understanding
HIR - Halifax International Airport
MSVU - Mount Saint Vincent University
NSCC - Nova Scotia Community College
CBU - Cape Breton University
TIR - Department of Transportation and Infrastructure Renewal

Timeframe defined below:

Immediate (I)- 0-6 months Short-term (S)- 6-12 months Medium-term (M) - 1-3 years
Long-term (L) 3-5 years Ongoing (O)

Action Plan

Mi'kmaw Cultural Leadership & Governance

Action	Lead	Partners	Resources	Timeframe	Measurement
New Board and Executive Board Established	NSITEN - ED	Mi'kmaw Communities Mi'kmaw Tourism Industry	Human Time	I	New Board and Exec in place, terms of reference is created
Create a Mi'kmaw Tourism Advisory Committee	NSITEN - ED & Executive Board	Mi'kmaw Communities Mi'kmaw Chiefs and Councils	Human Time	I	Terms of Reference is created and approved Advisory Committee is established
Create a Mi'kmaw Elder/Cultural Knowledge Expert Committee	NSITEN ED, Board and Advisory Committee	Mi'kmaw Communities Mi'kmaw Tourism Industry	Human Financial Time	I	Terms of Reference is created and approved and Elder/Cultural Committee is established
Increase awareness and advocacy of Mi'kmaw Tourism Industry to build support and confidence	NSITEN ED NSITEN Communications Coordinator	Mi'kmaw Communities, C&C ITAC, TNS, TIANS, DMO's Munic Gov. Mi'kmaw Tourism Ind.	Human Financial Time	O	Presentations made to communities and partners, ongoing engagement and communication
Achieve full support from C & C and Communities in the form of written Band Council Resolutions	NSITEN ED	Communities, Chief and Council	Human Financial Time	I	Objectives and strategy presented to all Councils and BCR's are completed.
Receive endorsement by the Assembly of Nova Scotia Mi'kmaq Chiefs from all 13 communities.	NSITEN ED	Communities, Chief and Council, Assembly of NS Mi'kmaq Chiefs	Human Financial Time	I	Written endorsement received
Build relationships with communities and meet regularly to share opps and updates relating to Mi'kmaw tourism dev. opportunities	NSITEN ED	Communities, Chief and Council, EDO's, Tourism Indus. partners, TIANS, TNS	Human Financial Time	I/O	Relationships are created and updates and communication is routine

Action Plan

Authenticity

Action	Lead	Partners	Resources	Timeframe	Measurement
Share the Authenticity Guidelines Broadly	NSITEN - ED KMKNO- Tourism Project Manager	Mi'kmaw Tourism Ind Mi'kmaw Communities Elder/Cult Exp.Advisory Committee	Human Time Financial	I	Guidelines are shared broadly and a unified understanding is established
Share Information on the Authenticity Brand	NSITEN - ED KMKNO- Tourism Project Manager NSITEN Communication Coordinator	Mi'kmaw Communities Mi'kmaw Chiefs and Councils	Human Time Financial	I	Information has been shared broadly about the Authenticity Brand
Identify Funding to Create a Mi'kmaw Authenticity Tourism Experience Dev. Program	NSITEN - ED KMKNO- Tourism Project Manager NSITEN DC	KMKNO ACOA CCTH Elders Advisory Committee	Human Time Financial	S	Funding streams identified and applications are submitted
Identify Funding to support the implementation of the MATD Program	NSITEN - ED KMKNO- Tourism Project Manager, NSITEN DC	KMKNO ACOA, ITAC, CCTH	Human Time Financial	M	Funding streams identified and applications are submitted
Work with Mi'kmaw Tourism Industry to help incorporate authenticity into tourism experiences and products	NSITEN - ED KMKNO- Tourism Project Manager	KMKNO Mi'kmaw Communities , Chiefs and Council Elders/Cultural Expert Advisory Committee	Human Time Financial	I	Support is being provided to industry to develop and incorporate authenticity into offerings

Action Plan

Partnerships & Collaboration

Action	Lead	Partners	Resources	Timeframe	Measurement
Sign MOU's with partners working to support Mi'kmaw tourism development	NSITEN - ED	Mi'kmaw Communities Chief and Council DMO's, TNS, TIANS, UINR, KMKNO, HIA	Human Time	I	MOU's are signed and workplans and project terms and objectives are identified
Partner with organizations to gather Mi'kmaw specific visitor data	NSITEN - ED, MCC, TDO & DC	Mi'kmaw Communities Mi'kmaw Tourism Ind ITAC, TNS, DMO's	Human Financial Time	I	Survey questions are identified Research is commenced Communication sent
Provide Cross Cultural Training to organizations who want to partner and collaborate	NSITEN & Partners	Open to all partners	Human Financial Time	I	Training has been provided
Identify key mutually beneficial projects to that help support Mikmaw tourism development'	NSITEN & Partners	Mi'kmaw Communities Trail groups, DMO's Educat.Institutions, Municipalities	Human Financial Time	I	Specific projects are identified, terms of reference created, working groups are established
Continue to develop and work with Educational Institutions to grow the Mi'kmaw Tourism Ind,	NSITEN	MSVU NSCC CBU	Human Financial Time	O	More student recruitment and a growing involvement of Mi'kmaw youth entering the industry
Encourage gov. and NGO's to fairly compensate Elders and Cultural Knowledge keepers for sharing intangible Cultural heritage and knowledge	NSITEN & Partners	All partners	Human Financial Time	I	Additions to budgets will include Mi'kmaw Intangible Cultural Knowledge for Elders

Action Plan

Sustainable Cultural Tourism Development

Action	Lead	Partners	Resources	Timeframe	Measurement
Partner to increase awareness of Mi'kmaw Sustainable Cultural Tourism Development	NSITEN - ED	Mi'kmaw Communities, Mi'kmaw Tourism Industry, NSCC, MSVU, UINR	Human Financial Time	S	Meetings are scheduled and information is being shared
Seek funding to hire 13 fulltime Mi'kmaw Tourism Development Officers	NSITEN - ED and NSITEN DC	ACOA CCTH ISC Educational Institutions	Human Financial Time	S	Funding is approved and job descriptions are completed
Create Mi'kmaw specific Sustainable Cultural Tourism Development "Toolkit"	NSITEN	ITAC TNS GMIST	Human Financial Time	M	Mi'kmaw Sustainable Cultural Tourism Development "Toolkit" is created
Seek funding to develop a Mi'kmaw specific Sustainable Cultural Tourism Dev."Toolkit"	NSITEN ITAC	ITAC CCTH ACOA ISC	Human Financial Time	M	Funding is secured
Support the development of an Elder/Youth Mentorship program	NSITEN	CMM Mi'kmaw Communities KMKNO CCTH	Human Financial Time	M	Develop a program plan and initiate cultural teaching opportunities
Collaborate with Partners to create a Mi'kmaw Tourism Program teaching Netukulimk	NSITEN	CMM Mi'kmaw Communities UINR Elders/Cultural Experts	Human Financial Time	M	Help develop an educational program to share with Communities and the Tourism Industry
Partner with Organizations to develop land-based cultural workshops	NSITEN & UINR	Mi'kmaw Communities UINR Elders/Cultural Experts	Human Financial Time	L	Partner to develop and deliver land based, cultural workshops on a regular basis

Action Plan

Sustainable Cultural Tourism Development

Action	Lead	Partners	Resources	Timeframe	Measurement
Seek funding to support communities to develop Mi'kmaw Community Tourism Strategies	NSITEN- TDO	Mi'kmaw Communities, Mi'kmaw Tourism Industry Chief and Council ACOA	Human Financial Time	S	Seek funding for to support Community Tourism Planning
Secure Funding to conduct Key target markets and visitor insight research	NSITEN	ITAC CCTH ISC Mi'kmaw Tourism Industry	Human Financial Time	S	Funding has been secured
Complete a full Mi'kmaw Tourism Asset Inventory	NSITEN	Mi'kmaw Communities Mi'kmaw Tourism Industry CCTH	Human Financial Time	s	Asset inventory is completed
Seek funding to conduct research regarding Sacred sites and places to be used for cultural tourism	NSITEN	UINR CMM Elder Advisory Committee	Human Financial Time	M	Funding is secured
Complete a Market Readiness Assessment of Existing member	NSITEN	NSITEN Members	Human Financial Time	I	Market Readiness Assessment is completed
Work to support Mi'kmaw eco-tourism development opportunities outside of Communities	NSITEN	DMO's Municipalities	Human Financial Time	M	Partnerships and MOU's are signed to support this work
Seek funding to support a Mi'kmaw culinary training program	NSITEN	Mi'kmaw Communities UINR Mi'kmaw chefs Elders/Cultural Experts	Human Financial Time	M	Funding is secured

Action Plan

Sustainable Cultural Tourism Development

Action	Lead	Partners	Resources	Timeframe	Measurement
Seek Funding to Develop a Mi'kmaw Festivals and Events Strategy	NSITEN	Mi'kmaw Communities, Mi'kmaw Tourism Industry Chief and Council ACOA CCTH	Human Financial Time	M	Funding is secured
Seek funding to develop a Mi'kmaw Artists map, and digital catalogue that is ready in time for NAIG	NSITEN	Mi'kmaw Tourism Industry CCTH	Human Financial Time	S	Funding has been secured
Review of membership to determine level of market and export-ready	NSITEN	ITAC Members and Mi'kmaw Tourism Industry ACOA	Human Financial Time	I	Review has been completed and documented
Continue to work with ITAC to promote the Original Original Accreditation Program	NSITEN	ITAC Members Mi'kmaw Tourism Industry	Human Financial Time	I	Program is well promoted and members are participating
Complete a gap analysis	NSITEN	NSITEN Mi'kmaw Communities Mi'kmaw tourism industry	Human Financial Time	S	Gap Analysis is complete

Action Plan

Branding, Marketing and Communications

Action	Lead	Partners	Resources	Timeframe	Measurement
Seek Funding to Develop a Mi'kmaw Specific Tourism Brand, Marketing Strategy and Website	NSITEN	Mi'kmaw Communities, Mi'kmaw Tourism Industry ACOA	Human Financial Time	M	Funding is secured
Develop a Mi'kmaw specific Tourism Brand Identity, Content, Marketing Strategy and Website	NSITEN	Mi'kmaw Tourism Industry ACOA	Human Financial Time	M	Brand, Marketing Strategy, Content and Website are developed
Develop an organizational marketing and communications strategy	NSITEN	NSITEN NSITEN members	Human Financial Time	M	Strategies are completed and being implemented
Continue to grow existing NSITEN organizational Social Media and Newsletter followers	NSITEN Communication Coordinator	NSITEN Members Mi'kmaw Tourism Industry ITAC	Human Financial Time	O	Newsletter and Social followers are increasing and being monitored
Secure funding to develop high-quality, authentic Mi'kmaw digital content that reflects the new visitor brand identity	NSITEN	NSITEN Members ITAC ACOA	Human Financial Time	M	Funding is secured, content is being created
Encourage NSITEN members to use #DestinationIndigenous and #OriginalORiginal to increase visibility	NSITEN Communications Coordinator	NSITEN Members ITAC	Human Financial Time	I	Members are using hashtags and awareness is increasing

Action Plan

Training and Skill Development

Action	Lead	Partners	Resources	Timeframe	Measurement
Work with partners to deliver valuable training to NSITEN members	NSITEN	Mi'kmaw Communities NSITEN members ITAC - GMIST TIANS - TNS	Human Space Financial Time	O	Regular training sessions are held
Work with Elders and Cultural Knowledge Experts to deliver Cultural Training and Workshops to members	NSITEN KMKNO	Elders/Knowledge Experts Mi'kmaw Tourism Industry, ACOA UINR, KMKNO Mi'kmaw Communit.	Human Space Financial Time	M	Regular Authentic Mi'kmaw Cultural Training Sessions are delivered
Develop Mi'kmaw Cultural Authenticity Program	NSITEN KMKNO	NSITEN KMKNO UINR Elders/Knowledge Experts	Human Financial Time	M	Mi'kmaw Cultural Authenticity Program is created and being broadly shared
Work with Tourism Industry Partners to deliver skill/capacity building training based on need	NSITEN	ITAC TIANS GMIST UInooweg TNS, NSCC, MSVU, CBU	Human Financial Time	O	Regular training and workshops being held based on need

Action Plan

Infrastructure Development

Action	Lead	Partners	Resources	Timeframe	Measurement
Work with partners to increase the visibility of Mi'kmaw people - signage, VIC's, Airports, trails etc.	NSITEN	Mi'kmaw Communities NSITEN members ACOA, TNS, TIR, Trail groups DMO's, Municipalities	Human Financial Time	O	Meaningful collaboration resulting in increase in visibility of Mi'kmaw Culture
Work to lobby the government to ensure that all Mi'kmaw communities have reliable internet	NSITEN All partners	TIR ACOA CCTH Mi'kmaw Communities	Human Financial Time	O	All communities have access to reliable internet
Seek funding for Cultural beautification and Placemaking funds for Mi'kmaw Communities	NSITEN	Mi'kmaw Communities Chiefs and Council ACOA CCTH	Human Financial Time	S	Funding is secured and interested Community partners identified

Next Steps

This five-year strategy is a living document, developed by Mi'kmaw people who live and work in Mi'kmaw'ki. Everyone has a role to play in its success.

This document will be reviewed regularly to ensure that it remains relevant and takes into account the trends and changes of the industry. Implementation and review of the strategy will require ongoing engagement with stakeholders to measure success moving forward.

Over the period of the next five years, this strategy, and all action items implemented are to support the vision, goals, and values laid out in this document. We are grateful to everyone who contributed to this strategy.

Wela'liog





NOVA SCOTIA INDIGENOUS
TOURISM ENTERPRISE NETWORK