

# Manitoba Indigenous Tourism Strategy

2019-2022

*Telling Our Stories, Growing the Indigenous  
Tourism Economy in Manitoba*

December 2018



**INDIGENOUS**  
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

**Manitoba**  
CANADA'S HEART  BEATS



^ Cover photo:  
Birch bark biting,  
Thompson Aurora Festival

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^ Thompson Area

## Contents

|                                                                        |    |
|------------------------------------------------------------------------|----|
| Acknowledgements .....                                                 | 4  |
| Executive Strategy.....                                                | 5  |
| Manitoba Indigenous Tourism Strategy - Overview.....                   | 6  |
| Situation Analysis.....                                                | 7  |
| Why does Manitoba need an Indigenous Tourism Strategy?.....            | 11 |
| Memorandum between Travel Manitoba and ITAC.....                       | 12 |
| Chronology of Indigenous tourism strategy development in Manitoba..... | 13 |
| Challenges and Opportunities.....                                      | 14 |
| Differentiators for Manitoba .....                                     | 15 |
| Vision for Indigenous Tourism in Manitoba .....                        | 16 |
| Markets of Greatest Potential: Visitor Demand.....                     | 17 |
| Indigenous Tourism in Canada .....                                     | 17 |
| ITAC Key Performance Indicators .....                                  | 18 |
| Indigenous Tourism Experiences in Manitoba: Supply.....                | 19 |
| Strategy Pillars.....                                                  | 20 |
| Priority Initiatives.....                                              | 22 |
| Leadership.....                                                        | 22 |
| Product Development.....                                               | 23 |
| Marketing .....                                                        | 24 |
| Next Steps.....                                                        | 25 |

# Acknowledgements

Manitoba is located on the traditional territory of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and the homeland of the Métis Nation.

This project has been made possible by the generous support and dedication of the Indigenous Tourism Association of Canada, Travel Manitoba, and the Manitoba Indigenous Tourism Advisory Committee.

## Manitoba Indigenous Tourism Advisory Committee:

- David Daley, Committee Chair, Wapusk Adventures (Métis)
- Carl Smith, Brokenhead Sky Wind Tours (Brokenhead Ojibway Nation)
- Christa Bruneau-Gunther, Feast Café Bistro (Peguis First Nation)
- Sophia Rabliauskas, Sagatay Enterprises Inc. (Poplar River First Nation)
- Desmond Mentuck, Riding Mountain National Park Interpretation Officer (Waywayseecappo First Nation)
- Jason Gobeil, Aboriginal Community Coordinator at City of Brandon and Brandon Urban Aboriginal Peoples Council (Ojibway)

## Travel Manitoba:

- Colin Ferguson, President & CEO
- Brigitte Sandron, Senior Vice President, Strategy & Business Development
- Lilian Tankard, Director Partnership & Visitor Experiences

## Indigenous Tourism Association of Canada:

- Keith Henry, President & CEO (Métis)
- Dené Sinclair, Director of Marketing (Peguis First Nation)
- Teresa Ryder, Director of Development (Musqueam)

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- Ray Freeman, Principal Consultant & CEO, Left Coast Insights, Ltd



^ Culture Days, Flin Flon



^ Float Plane, Thompson

# Executive Strategy

The **Manitoba Indigenous Tourism Strategy 2019-2022** is built on respecting culture and nature, generating revenues, creating new businesses and new jobs. This strategy supports collaboration between the Indigenous tourism industry and our partners.

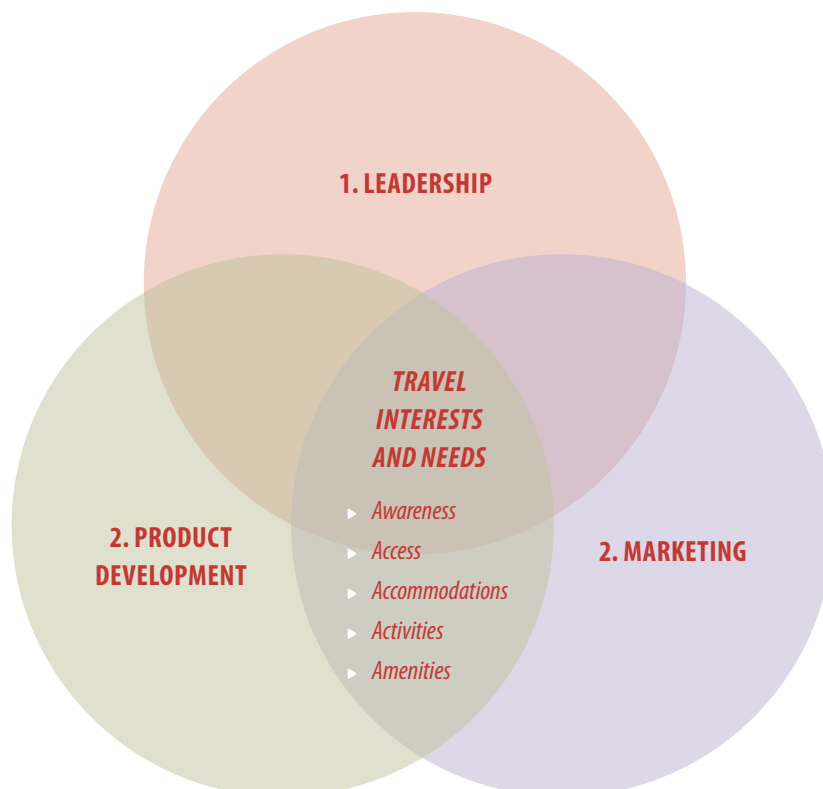
The Indigenous Tourism Association of Canada (ITAC) and Travel Manitoba have partnered to grow the Indigenous tourism industry in Manitoba. Under the guidance of these leaders, this strategy is designed to support Manitoba becoming a **leader in Indigenous tourism** experiences, marketing and management.

The Manitoba Indigenous Tourism Strategy is created to respond to the mounting demand for authentic, meaningful experiences through development and marketing of Indigenous experiences that are market and export-ready.

## Goals of the Strategy

- **Increase number of market and export-ready Indigenous-owned tourism businesses** from 28 to 38 by 2021
- **A goal of 85 authentic Indigenous tourism businesses** in Manitoba by 2023/24.
- **Increase number of Indigenous tourism jobs** from 1,359 full time year-round jobs by 4% per year to 1,652 by 2023/24.
- **Increase Indigenous tourism revenues** economic output and GDP by 2023/24. Percentage increase by 2023/24 will be based on baseline employment numbers determined by upcoming Conference Board of Canada data expected by November 2018.

The strategy promotes collaboration to fulfill **leadership, product development, and marketing** as our pillars:



### Leadership

Leading the Growth of the Indigenous Tourism Economy in Manitoba

### Product Development

Developing the Market-Readiness of Authentic Indigenous Tourism Experiences

### Marketing

Telling Our Stories

# Manitoba Indigenous Tourism Strategy - Overview

## Our Mission

*Telling Our Stories, Growing the Indigenous Tourism Economy in Manitoba*

## Our Vision

*A prosperous Indigenous tourism industry across Manitoba, providing authentic, unique, engaging experiences.*

## Strategic Priorities

- **Leadership:** Identifying our partners, roles and responsibilities, resources, research requirements, investment sources and opportunities.
- **Product Development:** Improving accessibility, building capacity, developing market and export-ready experiences, supporting services and amenities.
- **Marketing:** Establishing positioning and marketing strategy, coordinating communications for advocacy and awareness, performance measures, ensuring return on our investment.

## Where Are We Now?

- Increasing interest in **authentic, unique, engaging** experiences
- Manitoba is in the **early stages** of Indigenous tourism development
- The province has **brand recognition** as an eco-tourism destination
- The **Pimachiowin Aki** announcement as Canada's first mixed cultural and natural UNESCO World Heritage site differentiates Manitoba as a longer-term opportunity

## What are We Trying to Achieve over the next Four Years?

- Support the development of **authentic Indigenous tourism businesses** who deliver unique, engaging visitor experiences
- Increase new **employment** opportunities
- Generate **revenues**

## Key Opportunities

- Growing interest in Indigenous tourism experiences
- Increasing global interest in authentic, engaging unique experiences
- Diversity of Indigenous Peoples and Culture throughout Manitoba
- Multifaceted landscapes, ecosystems and natural spaces
- Indigenous population concentrating human and cultural resources
- Market-awareness of attractions in Northern Manitoba

# Situation Analysis

## Global Tourism

**Tourism is one of the world's fastest growing industries and one of the world's most competitive.**

International tourist arrivals grew 6% in the first half (H1) of 2018 compared to H1 in 2017.<sup>1</sup> This growth, combined with growing interest in Indigenous tourism experiences, provides Manitoba with many possibilities to develop authentic, unique and engaging tourism experiences.

- In 2015, the United Nations World Tourism Organization (UNWTO) forecasted that global international tourist arrivals will **reach 1.8 billion in 2030** (3.3% annual growth).<sup>2</sup>
- Tourism has demonstrated virtually uninterrupted growth over the last seven decades.<sup>3</sup>

## Tourism to Canada

The first half of 2018 saw a 1.7% rise in the number of tourists compared to the first half of 2017<sup>4</sup>, which year in total saw a **record-breaking 20.85 million visitors**.<sup>5</sup> Tourism exports increased 3.2% in the first half of 2018<sup>6</sup> over the same in 2017, which year saw in total saw a 6.4% increase over 2016 and a total of \$21.3 billion in tourism exports.<sup>7</sup>

Canada's growth and economic performance in the tourism industry during the last ten years has produced:

- **733,800 jobs** in Canada in 2018<sup>8</sup> and over **200,000 tourism business establishments** nationally.<sup>9</sup>
- International tourism revenues accounted for \$9.4 billion in the first half of 2018, up 3.2% from the first half of 2017<sup>10</sup> and projected to land well over the 2013 total of \$16.4 billion (the last year for which there are published metrics).<sup>11</sup>
- The Canadian tourism Gross Domestic Product (GDP) increased 6.2% In the first half of 2018 over the same period in 2017<sup>12</sup>, which year in total amounted to \$35.37 billion.<sup>13</sup>

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<sup>1</sup> UNWTO World Tourism Barometer and Statistical Annex, October 2018

<sup>2,3</sup> United Nations World Tourism Organization (UNWTO), Tourism Highlights 2017 Edition

<sup>4,6,8,10,12</sup> Destination Canada: National Tourism Indicators – 2018 H1 (Q1 and Q2) Highlights

<sup>5,7</sup> Statistics Canada, National Tourism Indicators, First Quarter, 2018

<sup>9,11</sup> Destination Canada: 2018 Corporate Plan Summary

<sup>13</sup> Statista: The Statistics Portal: Travel and Tourism Industry in Canada: Statistics and Facts, 2017

## Indigenous Tourism in Canada

Across this country Indigenous tourism contributes:

- \$4.03 billion in direct output<sup>14</sup>
- 1.8 billion in national GDP<sup>15</sup>
- \$1.2 billion in wages and salaries<sup>16</sup>
- Over 1,800 Indigenous-owned tourism businesses, employing 41,153 people<sup>17</sup>

Although there is growing **global interest** in Indigenous tourism that enlarges the market opportunity, travelers globally tend to be **less aware** of the Indigenous cultural tourism opportunities in Canada.

### Tourism in Manitoba<sup>18,19</sup>

- Canadian visitors to Manitoba spent **\$1.5 billion** in 2016
- Resident travelers from Manitoba represented over **90%** of total visitation
- Overseas visitors delivered **8%** of total expenditures
- The United States, Manitoba's largest source market of international visitors, contributed **10%** of total expenditures
- **58%** of the province's tourism revenues are generated by Manitobans with revenues and visitation expected to increase
- Manitoba residents spend \$100 per person per visit
- Overseas visitors spend \$1,636 per person per visit



^ Teekca's Aboriginal Boutique

<sup>14,16</sup> Conference Board of Canada Estimates, 2018

<sup>15,17</sup> ITAC - Accelerating Indigenous Tourism Growth in Canada – Five Year Strategic Plan Update, 2019-2024

<sup>18,19</sup> Statistics Canada, National Tourism Indicators, 2017



## Indigenous Population in Manitoba

- Manitoba is home to 63 First Nation communities from five different linguistic groups (Cree, Ojibway, Dakota, Ojibway-Cree and Dene)
- There are seven different treaties with First Nations across the province, and five communities are not a signatory to any of the treaties
- In 2011, 1 in 7 Indigenous people in Canada lived in Manitoba
- 17% of Manitoba's total population is Indigenous (114,230 First Nations people, 78,835 Métis and 580 Inuit)
- Winnipeg represents the largest urban Indigenous population in Canada
- Indigenous workers include over 75,000 individuals within the Canadian tourism labour force and comprise 12.8% or 8,025 people in the Manitoba tourism workforce

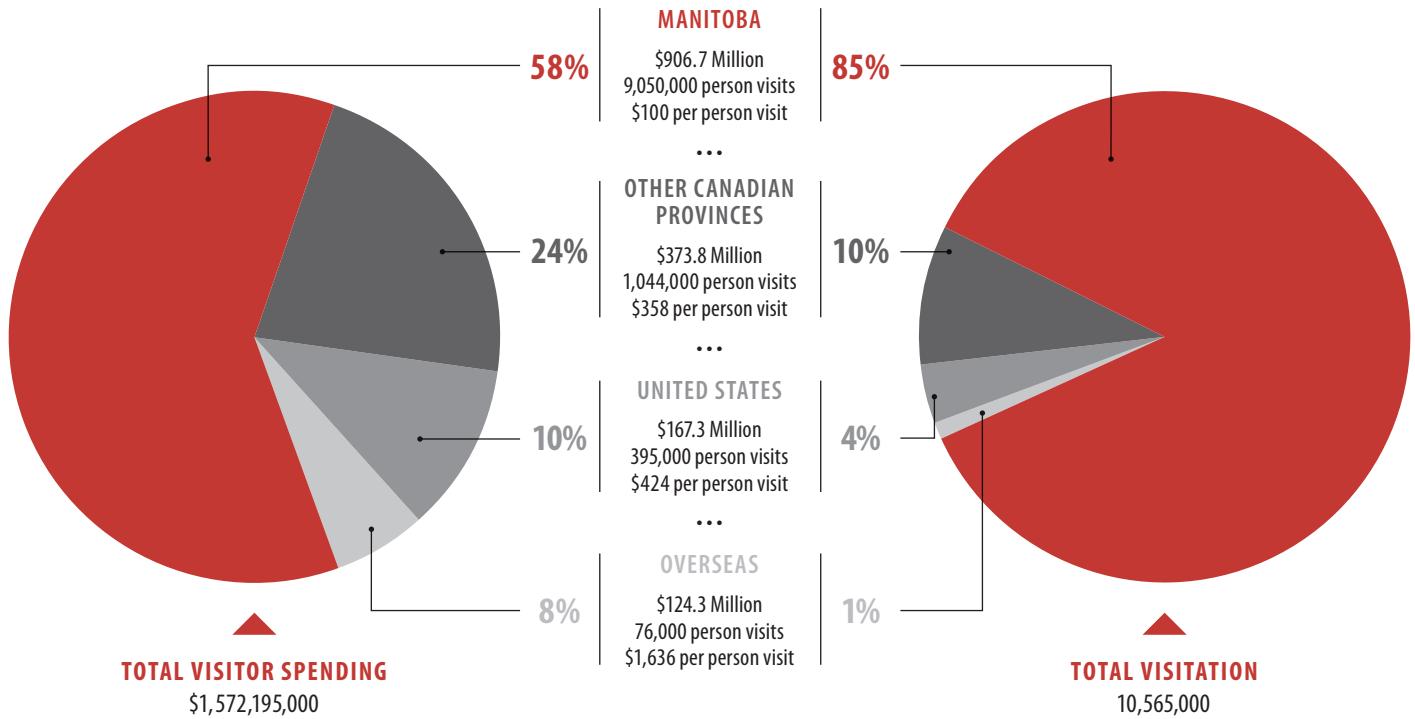


^ Spirit Way, Thompson



^ Festival du Voyageur

## Manitoba Total Visitor Spending and Total Visitation



Source: Statistics Canada – Travel Survey of Resident of Canada (TSRC), Research Resolutions – 2016 Detailed Tabulations. Statistics Canada International Travel Survey – 2016 Customized Analysis.

**Travel Manitoba** is committed to leverage the growing interest in Indigenous tourism experiences by:

- Building leadership capacity
- Supporting the development of existing and new Indigenous tourism experiences
- Leading marketing excellence, and
- Advancing partnerships to grow the Indigenous tourism industry

“Travel Manitoba will be one of the leaders in telling the Indigenous story of Manitoba to the world.”<sup>20</sup>

<sup>20</sup>Travel Manitoba Business Plan 2018-2021.

# Why does Manitoba need an Indigenous Tourism Strategy?

**“Indigenous tourism experiences are an important part of the Manitoba tourism experience.”**

– Indigenous Tourism Association of Canada & Travel Manitoba, Manitoba Indigenous Tourism Summit Presentation, May 31, 2018.

- The Manitoba Indigenous Tourism Strategy 2019-2022 provides the opportunity to grow Indigenous tourism spending from \$61.2 million in 2018 by 4% annually to \$71.6 million by 2022. This strategy will support our tourism industry, partners and governments to collaborate to grow the Indigenous tourism economy in Manitoba.
- Indigenous tourism has the power to change perspectives, preserve culture, language and traditions and provide our Indigenous communities and Indigenous tourism entrepreneurs with the opportunity to lead reclamation of our space in early and contemporary history.
- Welcoming visitors to our territories has been an integral part of our traditions and culture since the beginning of time.
- This strategy acknowledges truth and reconciliation efforts and aligns with guidance provided by the United Nations Declaration for the Rights of Indigenous Peoples.
- Manitoba, with its **diverse landscapes and Indigenous cultures** has many possibilities to develop **unique tourism experiences** to share with our visitors, while supporting the values, interests, and needs of our Indigenous communities.
- The growing interest in Indigenous tourism experiences provides us with the opportunity to improve the socio-economic environment for Indigenous peoples throughout Manitoba.
- Indigenous partners have expressed their desire to leverage the growing interest in Indigenous experiences to achieve positive outcomes. Achieving economic success supports their values related to cultural preservation, social and community enhancement, and environmental conservation.



^ **Itsanitaq Museum**

Photo: @stayadventurous



^ **Bannock Point**

Photo: David Reede

## Memorandum between Travel Manitoba and ITAC

- Travel Manitoba established a Memorandum of Understanding (MOU) with ITAC in September, 2017 to foster growth of the Indigenous tourism sector in the province.
- The MOU sets the foundation for partnerships with other organizations interested in advancing economic development and tourism growth that supports Indigenous communities throughout Manitoba.
- The Calls to Action of the Truth and Reconciliation Commission will be key considerations in advancing an Indigenous tourism growth strategy in Manitoba.
- The objectives of the MOU are aligned with ITAC's strategic pillars in their Five-Year Strategic Plan "The Path Forward" 2016-2021, including: Leadership, Development, Marketing and Partnerships.
- The MOU provides tactics for each of the ITAC pillars.
- This new Manitoba Indigenous Tourism Strategy aligns with the Travel Manitoba and ITAC MOU and ITAC's strategic direction.



^ Wapusk Adventures

"Indigenous tourism is important in how we can talk about ourselves as spiritual and cultural people. Our communities have an opportunity to be a key part of the growing Manitoba tourism economy."

- David Daley, Chair of the Manitoba Indigenous Tourism Advisory Committee and owner of Wapusk Adventures in Churchill, Manitoba



^ The team at Wapusk Adventures

## Chronology of Indigenous Tourism Strategy Development in Manitoba

### 1990s

- A provincially focused Indigenous tourism organization was established in Manitoba, but discontinued activities due to a lack of resources.

### 2003

- The government of Manitoba completed the initial planning of an Indigenous tourism strategy, however; it was not implemented.

### September, 2017

- Memorandum of Understanding (MOU) signed by Travel Manitoba and ITAC to support growing the Indigenous Tourism Sector.

### October & November, 2017

- ITAC & Travel Manitoba hosted a series of Indigenous industry forums for all First Nation and Métis communities, regional associations, entrepreneurs and economic development partners. The goal was to highlight opportunities, lay the groundwork for a Manitoba Indigenous Tourism Association, and gather input from participants.

*Outcome: 97.6% of participants indicated that they would support the development of an Indigenous-led, Indigenous tourism industry association for Manitoba.*

- **Findings from the forums** reveal strong consensus amongst respondents on the key issues, including:
  - *a lack of small business operation skills*
  - *a need for front-line staff training*
  - *an opportunity to preserve and promote culture*
  - *challenges with seasonality*
  - *the need for marketing support*
  - *needed improvements in market-readiness*
  - *the opportunity to position Indigenous tourism as a key differentiator for Manitoba*

### May 31, 2018

- Power of Indigenous Tourism Summit in Winnipeg, hosted by ITAC & Travel Manitoba, focused on exploring the areas of development, marketing, and authenticity of Indigenous tourism through workshops and presentations. The summit outlined opportunities from an industry perspective, potential branding opportunities and ideas, and recommendations for next steps.

### December, 2018

- Manitoba Indigenous Tourism Strategy will be presented for approval by the Manitoba Indigenous Tourism Advisory Committee. This strategy is designed to guide the direction of the Indigenous tourism industry, focus operational plans and align with ITAC and Travel Manitoba's goals in leadership, partnership, marketing and development.

### Future - Expected Outcomes:

- The Manitoba Indigenous Tourism Strategy identifies goals, objectives, and strategic actions. The strategy focuses on **key target markets** interested in Indigenous tourism experiences. Many of these travelers tend to travel farther, stay longer, and spend more in a destination.

# Challenges and Opportunities

The Indigenous Tourism Association of Canada and Travel Manitoba partnered to facilitate an Indigenous tourism issues exploration session during the Manitoba Indigenous Tourism Summit, May 31, 2018.<sup>21</sup>

Participants expressed openness to:

- **increased Indigenous tourism**
- the opportunity to **educate and to share** Indigenous culture
- promote **economic development** and **employment**

Concerns were raised regarding **potential threats** to important Indigenous cultural values and potential increased pressures on environmental integrity, if tourism growth is not managed.

## Challenges

- Access to resources, training, business supports, sustainable funding, infrastructure
- Limited research and awareness of the Indigenous tourism opportunity
- Generally lower levels of product market-readiness
- Lack of a coordinated approach to leadership and development
- Infrastructure challenges (e.g.: access)
- Lack of awareness of Manitoba's Indigenous 'Unique Selling Proposition'

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**Challenge:** Perceptions exist that Indigenous experiences are "Homogeneous".

Manitoba has the greatest population and diversity of Indigenous peoples in Canada providing the opportunity to showcase a wide range of cultural experiences across the province.

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## Opportunities

- Continued growth in global tourism
- Growing interest in Indigenous tourism experiences
- Growing interest in authentic, engaging, unique experiences
- Diversity of Indigenous peoples and culture in Manitoba
- Existing market-awareness of eco-tourism attractions in Churchill
- Diversity of multifaceted landscapes, ecosystems, and natural places
- A strong urban Indigenous population concentrating human and cultural resources



^ Riding Mountain National Park

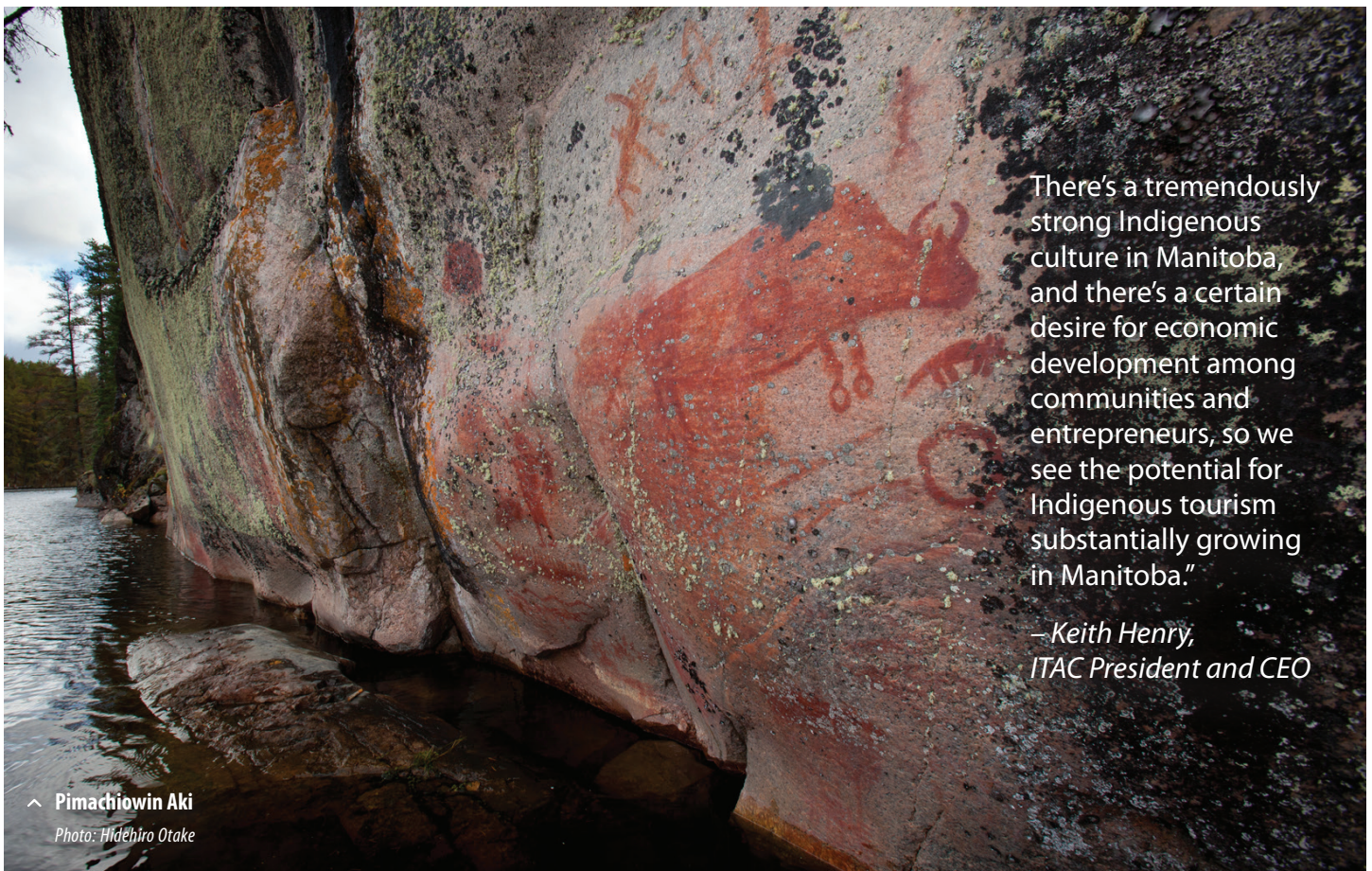
Photo: Parks Canada

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<sup>21</sup>Lloyd Fridfinnson Consulting, 2018, Indigenous Tourism Potential Facilitated Session Summary.

## Differentiators for Manitoba

- The diversity of Indigenous cultures, historical events, stories, and landscapes across Manitoba are unique to this province and cannot be replicated by competitive destinations
- Travel Manitoba has successfully been building strong brand recognition of globally-competitive attractions in Northern Manitoba, a well-known eco-tourism destination
- The diversity and density of the Indigenous peoples and their culture in the major urban centre of Winnipeg and across the province present a rich pool of human resources and unique cultural heritage
- The July, 2018 UNESCO Pimachiowin Aki announcement of Canada's first mixed cultural and natural World Heritage site supports positioning Manitoba as a unique Indigenous tourism destination in the longer-term<sup>22</sup>
- Winnipeg is home to one of the largest urban Indigenous populations in Canada, and a centre of modern representations of art and music



There's a tremendously strong Indigenous culture in Manitoba, and there's a certain desire for economic development among communities and entrepreneurs, so we see the potential for Indigenous tourism substantially growing in Manitoba."

—Keith Henry,  
ITAC President and CEO

^ Pimachiowin Aki

Photo: Hidehiro Otake

<sup>22</sup>PimachiowinAki.org (July 2018), UNESCO Declares Pimachiowin Aki Canada's First "mixed" Cultural and Natural World Heritage Site, United Nations Educational, Scientific and Cultural Organization.

# Vision for Indigenous Tourism in Manitoba

## Our Vision

*A prosperous Indigenous tourism industry across Manitoba, providing authentic, unique, engaging experiences.*

The Indigenous tourism industry in Manitoba will embrace the following accomplishments in support of developing tourism competitive advantage throughout the province.

This Vision is developed with guidance from the Indigenous Tourism Association of Canada, Travel Manitoba, the Manitoba Indigenous Tourism Advisory Committee, and relevant secondary research resources.

### ENGAGED AND ALIGNED INDUSTRY

The new Indigenous Tourism Association of Manitoba will instill trust in the industry which is eager to engage, collaborate, lead and partner with tourism in Manitoba.

### OPTIMIZE ROI

The Indigenous tourism sector will see significant return on its investment in tourism. Accommodation rate and occupancy will see a steady increase. New tourism product will be developed and thriving. Shoulder and off-season performance will be significantly improved.

### MANITOBA'S INDIGENOUS TOURISM BRAND

Develop an Indigenous tourism brand to resonate with travelers and tell Indigenous tourism stories of Manitoba.

## MANITOBA 2024 INDIGENOUS TOURISM VISION



### FUNDING

Funding partners will see return on their Indigenous tourism investment. Funding will be stable and predictable. Diverse and alternative funding sources will be considered.

### TOURISM MANAGEMENT

The Manitoba Indigenous Tourism Association will be seen as an effective manager of all aspects of tourism. Manitoba will be successful in attracting investment in Indigenous tourism development opportunities.

### COMMUNITY BENEFIT

Manitoba's Indigenous communities will realize benefits in alignment with the United Nations Global Compact of the United Nations Declaration for the Rights of Indigenous Peoples.

### ENGAGED COMMUNITY

Manitoba's Indigenous communities, business community and governments will understand the value and potential of Indigenous tourism and get behind initiatives. Indigenous pride will be evident and investments will be made in private and public sector product and service.



# Markets of Greatest Potential: Visitor Demand

## Indigenous Tourism in Canada

Canada's strongest markets for Indigenous tourism are local, the United States and Europe (particularly France and Germany) with growing interest from Asia.

Below are international survey results. Manitoba does not currently market to all of the following countries, but the survey results are useful for Manitoba's Indigenous tour operators to consider in future.<sup>23</sup>

|                                                                                     | CANADA    | UNITED STATES | FRANCE    | GERMANY   | UNITED KINGDOM | CHINA      | JAPAN     | AUSTRALIA |
|-------------------------------------------------------------------------------------|-----------|---------------|-----------|-----------|----------------|------------|-----------|-----------|
| <b>Immediate potential for Canada in the next two years (tourists)</b>              | 9,571,000 | 53,010,000    | 4,156,500 | 5,098,500 | 4,814,000      | 10,930,000 | 2,540,000 | 2,665,000 |
| <b>Immediate potential for Indigenous tourism in the next two years (tourists)</b>  | 2,584,000 | 17,493,500    | 2,618,500 | 2,396,500 | 1,781,000      | 3,825,500  | 533,500   | 746,000   |
| <b>Travelers in the past three years that took part in an Indigenous experience</b> | 9%        | 18%           | 37%       | 33%       | 19%            | 27%        | 7%        | 16%       |
| <b>Percentage of market interested in Indigenous cultural experiences</b>           | 27%       | 33%           | 63%       | 47%       | 37%            | 35%        | 21%       | 28%       |
| <b>Percentage of likelihood to visit Manitoba/ Saskatchewan region</b>              | 19%       | 18%           | 12%       | 14%       | 11%            | 40%        | 21%       | 17%       |

<sup>23</sup>Destination Canada: 2019 Market Snapshots: Understanding the Opportunity for Indigenous Tourism Business in Canada

Question posed for the first category: "Realistically, how likely are you to take a vacation trip to Canada in the next two years?"

Question posed for the fifth category: "If you were to take a vacation trip to Canada in the next two years, which of the following Canadian travel destinations are you likely to visit?"

## ITAC Key Performance Indicators<sup>24</sup>

**Revenues:** \$400 million increase in annual Canadian GDP from Indigenous tourism from \$1.8 billion in 2018 to \$2.2 billion by 2024.

**Jobs:** Significantly increase the number of Indigenous tourism workers from 41,153 in 2018 to 49,383 by 2024.

**Businesses:** 61 new Indigenous tourism operators at export-ready status, from 139 in 2018 to 200 by 2024.

## Manitoba Indigenous Tourism Experiences - Supply

### Indigenous Tourism Businesses in Manitoba

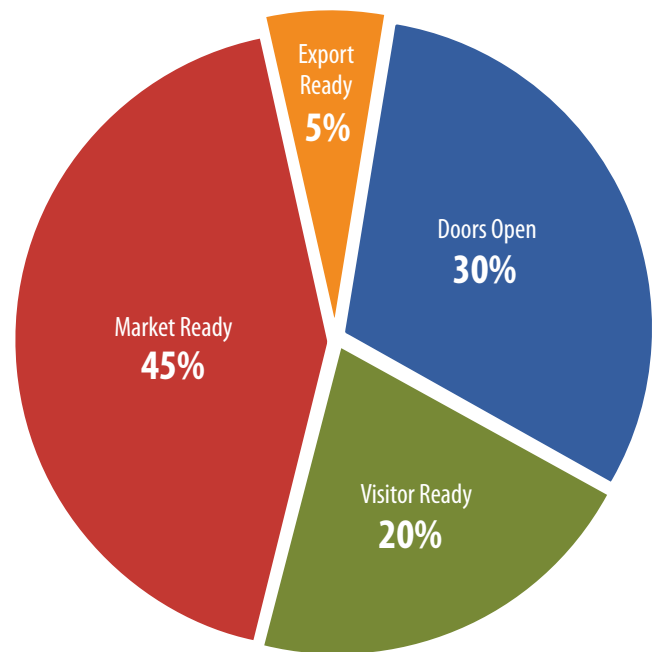
Probe Research conducted a study<sup>25</sup> in May 2018 identifying 56 Indigenous tourism ventures in Manitoba and indicating their market-readiness levels.

#### Market-Readiness:

- Doors Open 30%
- Visitor Ready 20%
- Market Ready 45%
- Export Ready 5%

#### Composition:

- Cultural Attractions 29%
- Accommodations 22%
- Adventure Operations 20%
- Retail 17%
- Other (including casinos) 12%



Experiences should be designed to ensure market-readiness aligns with the expectations of key target markets<sup>26</sup>. For example:

- Travelers from the regional Manitoba market may be accepting of 'Doors Open' and 'Visitor Ready' experiences.
- Travelers from other Canadian Provinces and the United States may prefer 'Market Ready' over lower levels of market-readiness.
- International long-haul travelers are more likely to expect 'Export Ready' experiences and higher service levels.

Travelers interested in Export-Ready experiences tend to **travel farther, stay longer, and spend more** in a destination.

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Market-Readiness: meets Internationally recognized industry standards and quality assurance.

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<sup>24</sup>ITAC – Accelerating Indigenous Tourism Growth in Canada – Five Year Strategic Plan Update, 2019-2024

<sup>25</sup>Destination Canada: 2019 Market Snapshots: Understanding the Opportunity for Indigenous Tourism Business in Canada

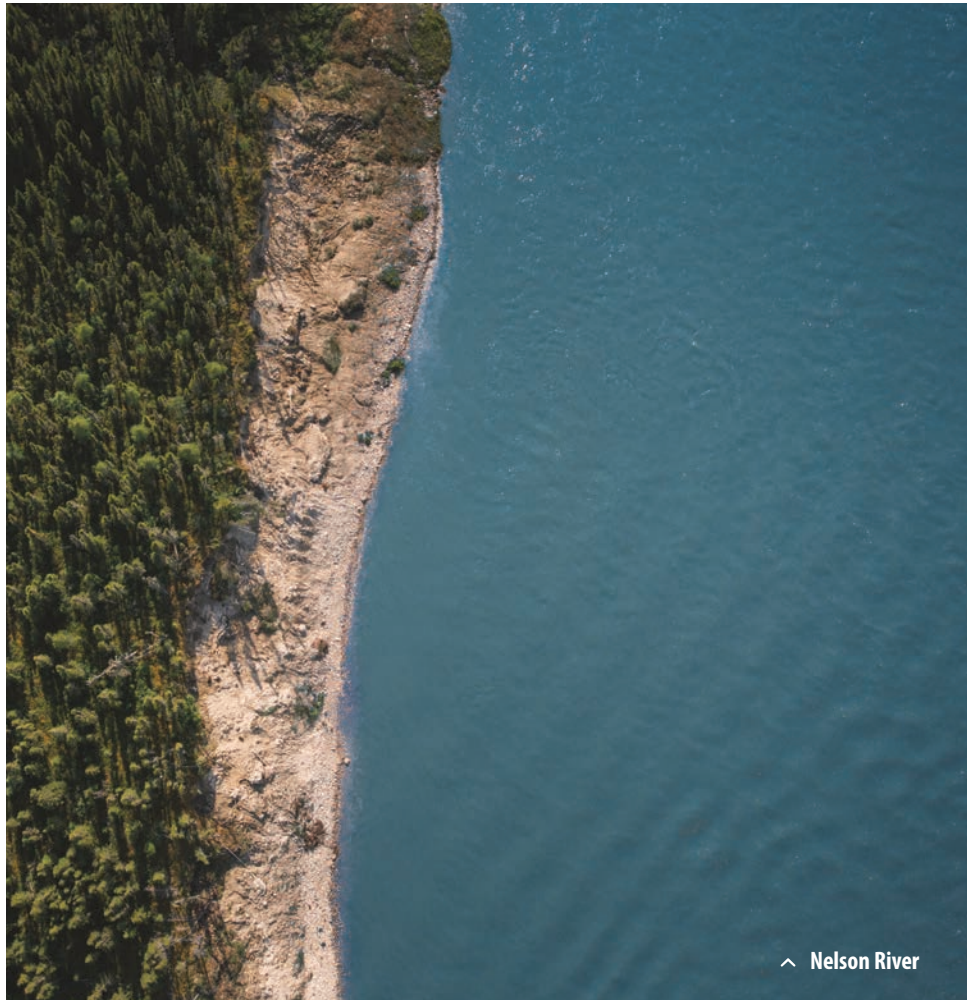
<sup>26</sup>ITAC, Indigenous Cultural Experiences, National Guidelines.

## Market-Readiness

For a tourism product or experience to be considered “market ready” it must meet internationally recognized industry standards which apply to any tourism product (Indigenous and non-Indigenous). Within Indigenous cultural tourism, it is important to protect the authenticity of the experience to showcase the value of participation and differentiate from competitive experiences.<sup>27</sup>

Market-readiness descriptions may be found in the appendices.

Destination Canada, our key International marketing partner, present their ‘Canadian Signature Experiences Collection’ to set market-readiness standards for those who aspire to export-readiness in leisure tourism.<sup>28</sup> Achieving CSE status should be a key objective of Indigenous tourism businesses.

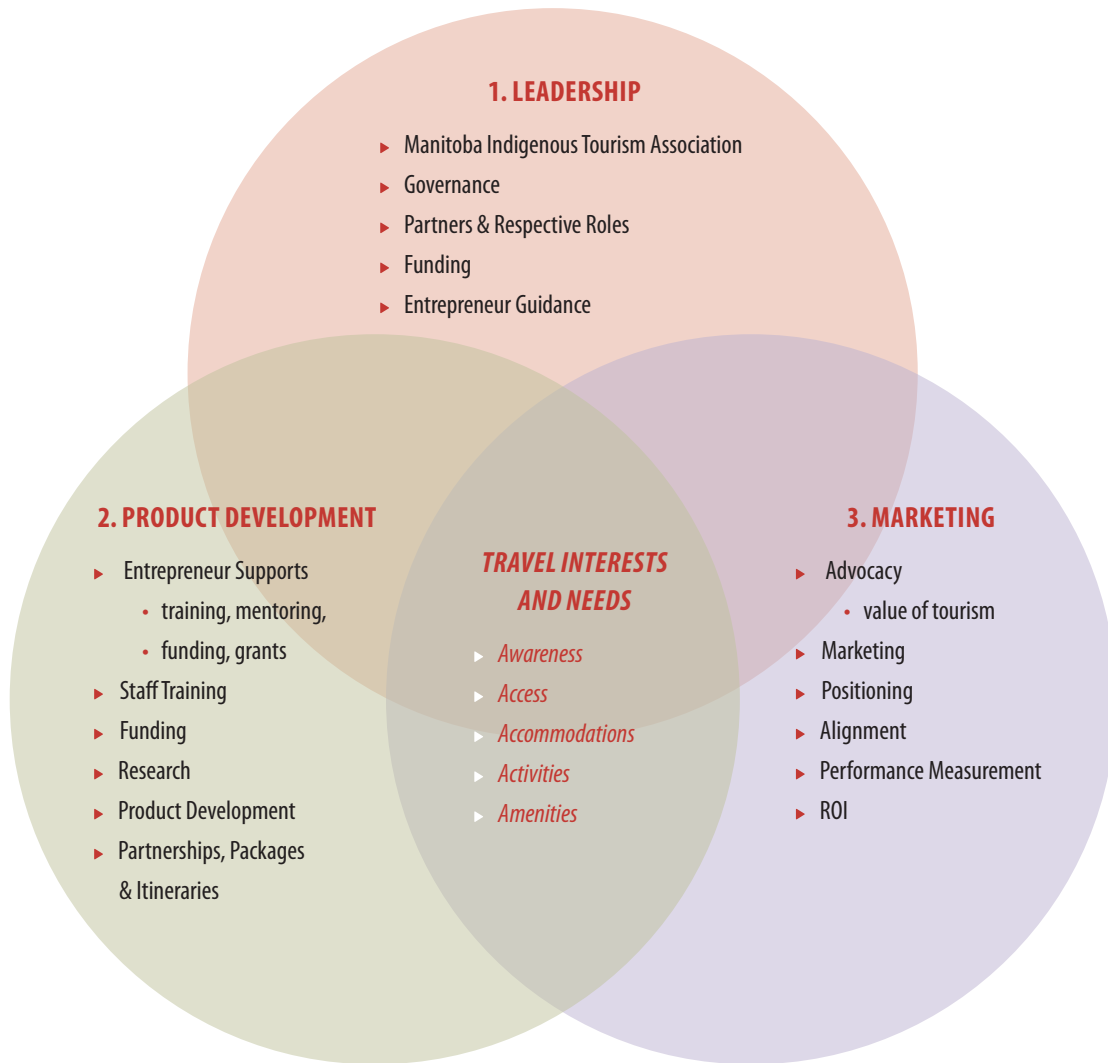


<sup>27</sup>ITAC, National Guidelines, Aboriginal Cultural Experiences.

<sup>28</sup>Destination Canada, 2016, 2016-2020 Corporate Plan Strategy.

# Strategy Pillars

To be successful, this strategy requires collaboration between Indigenous tourism operators, industry partners, and our partners in various levels of government to fulfill leadership, product development, and marketing requirements as our strategy pillars.



To move Manitoba forward on this Indigenous Tourism Strategy, ITAC, Travel Manitoba, the Manitoba Indigenous Tourism Advisory Committee, partner interviews, combined with robust analysis of the tourism industry contributed to identifying the following strategic priorities:

### **Priority #1: Leadership**

#### **Lead the Growth of the Indigenous Tourism Economy in Manitoba**

- Identify our partners, roles and responsibilities, resources, research requirements, investment sources and opportunities.

### **Priority #2: Product Development**

#### **Develop the Market-Readiness of authentic Indigenous Tourism Experiences**

- Improve accessibility, build capacity, develop market and export-ready experiences, support services and amenities.

### **Priority #3: Marketing**

#### **Share Our Story**

- Establish positioning and marketing strategy, coordinate communications for advocacy and awareness, establish performance measures, ensure return on investment.

Each priority contains initiatives that will guide the strategy towards greater tourism success.



^ Nueltin Lake

## Priority Initiatives

| LEADERSHIP                                                                                                                                                                                                                                        | TIMELINE  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1. Engage industry and key partners.                                                                                                                                                                                                              | 2019-2020 |
| 2. Develop a collaboration model and outline the Roles and Responsibilities of each supporting partner organization, including strategy alignment with ITAC, Travel Manitoba, Destination Canada strategies, and non-Indigenous tourism partners. | 2019-2020 |
| 3. Identify sustainable funding partners, sources, and supporting resources.                                                                                                                                                                      | 2019-2020 |
| 4. Ensure entrepreneurs/communities and employees have multiple points-of-access to training and resources.                                                                                                                                       | 2019-2022 |
| 5. Develop business plan and operations model for new Indigenous Tourism Association in Manitoba.                                                                                                                                                 | 2019-2021 |
| 6. Fulfil transitional partnership development, Indigenous tourism product development, and marketing activities during development of new Indigenous Tourism Association in Manitoba.                                                            | 2019-2020 |
| 7. Create and support a new Indigenous Tourism Association in Manitoba to execute Indigenous tourism development and marketing strategies. Establish organizational structure and governance.                                                     | 2019-2021 |

**Lead:** ITAC, Travel Manitoba, Tourism Advisory Committee

**Partners:** Destination Canada, Indigenous Community Leadership, Manitoba Government, Community Futures, Economic Development Organizations, Tourism Regions & Community Destination Marketing/Management Organizations, Funding Agencies, Federal Departments & Agencies, Educational Institutions, Local/Regional Governments, Industry Associations, Chambers of Commerce.

| PRODUCT DEVELOPMENT                                                                                                                                                                                                                             | TIMELINE  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1. Identify supporting partners and programs to provide Indigenous Entrepreneurs access to funding and training opportunities, including business operations and management, human resources, financial, and marketing skills.                  | 2019-2020 |
| 2. Identify training partners and programs to improve product knowledge and customer service skills for Front-line Indigenous tourism employees.                                                                                                | 2019-2020 |
| 3. Support creation or improvement of 5 market-ready Indigenous tourism experiences, and enhance 5 existing experiences to become export-ready.                                                                                                 | 2019-2020 |
| 4. Develop new and improve existing Indigenous tourism experiences in alignment with desired target markets.                                                                                                                                    | 2019-2022 |
| 5. Host the Manitoba Indigenous Tourism Conference periodically to support networking opportunities between Indigenous tourism businesses and marketing partners. Showcase best practices and provide updated sector information and education. | 2019-2022 |
| 6. Host the International Indigenous Tourism Conference                                                                                                                                                                                         | 2020      |

**Lead:** ITAC, Travel Manitoba, Tourism Advisory Committee

**Partners:** Destination Canada, Indigenous Community Leadership, Manitoba Government, Community Futures, Economic Development Organizations, Tourism Regions & Community Destination Marketing/Management Organizations, Funding Agencies, Federal Departments & Agencies, Educational Institutions, Local/Regional Governments, Industry Associations, Chambers of Commerce.

| MARKETING                                                                                                                                                                                                                                 | TIMELINE  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1. Undertake brand positioning to align messaging across partners and support marketing partnerships.                                                                                                                                     | 2019-2020 |
| 2. Update research and define desired key target markets with a particular focus on medium and longer-haul travelers.                                                                                                                     | 2019-2020 |
| 3. Promote, inform, and showcase the 'value of tourism' advocacy to local residents and communities, public sector partners, and tourism entrepreneurs.                                                                                   | 2019-2022 |
| 4. Ensure entrepreneurs/communities have multiple points-of-access to the marketing network.                                                                                                                                              | 2019-2022 |
| 5. Integrate with existing tourism experiences (activities, attractions, festivals & events) that encourage visitors to stay more than a day in the region; increasing benefits to Indigenous tourism businesses.                         | 2019-2022 |
| 6. Develop new Indigenous-focused tourism itineraries, packages, and partnerships (activities, attractions, festivals & events, Pow Wow Trail) that encourage visitors to explore under-utilized, but market-ready areas of the Province. | 2019-2020 |

**Lead:** ITAC, Travel Manitoba, Tourism Advisory Committee

**Partners:** Destination Canada, Indigenous Community Leadership, Manitoba Government, Community Futures, Economic Development Organizations, Tourism Regions & Community Destination Marketing/Management Organizations, Funding Agencies, Federal Departments & Agencies, Educational Institutions, Local/Regional Governments, Industry Associations, Chambers of Commerce.



"As the inventory of Indigenous Manitoba tourism experiences continues to grow, fostered by this partnership between ITAC and Travel Manitoba, our province will boast even more iconic Canadian experiences to attract international visitors".

- Colin Ferguson, President & CEO of Travel Manitoba





^ Feast Café Bistro



^ Buffalo Point Resort



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