

# ***Inventory of Fishery-Related Tourism Initiatives and Toolkit***

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***March 2011***

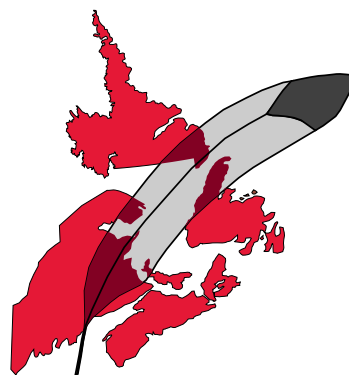
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# Inventory of Fishery-Related Tourism Initiatives and Toolkit

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# Inventory of Fishery-Related Tourism Initiatives and Toolkit

## 1.0 INTRODUCTION

### 1.1 Overview and Purpose

With the majority of Atlantic First Nations located along coastal or inland water routes, the fishery has traditionally been and continues to be an important economic, social, and cultural resource. In recent years, the development of First Nation fishery endeavours has focused primarily on commercial or traditional harvesting and aquaculture. However, there may be other fishery-related tourism initiatives that First Nations in Atlantic Canada could undertake as economic development enterprises that would at once preserve their special and traditional relationship to the resource and support their aspirations of economic development and self-sufficiency.

Moreover, Fisheries and Oceans Canada implements the Atlantic Commercial Fisheries Diversification Initiative (ACFDI) through the federal government's Strategic Partnership Initiative. ACFDI is intended to assist eligible Mi'kmaq and Maliseet First Nations to apply for capacity building support. Fishery-related tourism is identified as a priority area under this fund. There may also be other funding that Atlantic First Nations may tap into in order to develop a new fishery-related tourism initiative.

Thus, the purpose of the *Inventory of Fishery-Related Tourism Initiatives and Toolkit* (herein after referred to as *the Toolkit*) is to:

1. Provide Atlantic First Nations with fishery-related tourism options should they wish to pursue alternative economic development initiatives;
2. Provide a resource listing of potential funding sources and information resources, and;
3. Support Atlantic First Nations in moving forward in planning their new initiative.

### 1.2 Components

The *Toolkit* consists of three major components. The first component provides Atlantic First Nations with an inventory of fishery-related tourism development options (notable practices) that are outside conventional fisheries activities, such as eco-tourism or 'learning vacation experiences' and that they may consider pursuing as an economic development initiative. The second component consists of a listing of potential funding sources that may be used to seek financial (and other) support for the development of a project concept. The final component consists of an overview discussion of the steps

that interested First Nation can then undertake to further pursue a particular concept, develop a business plan, and take action.

It is important to note that the *Toolkit* is neutral on the issue of proposed initiatives. In other words, this *Toolkit* provides an inventory of options but does not assess the worthiness of such options. It is up to each First Nation to evaluate whether an option is practical or feasible for it to pursue. Rather, the intent of the *Toolkit* is to provide information that will assist Atlantic First Nations broadening their repertoire of options and perhaps consider options that they would otherwise not have.

### **1.3 Structure**

This *Toolkit* is designed to be a practical resource. Inside, you will find:

- Overview descriptions of different fishery-related tourism options.
- A listing of potential funding sources.
- Ideas on how to develop new initiatives, including direction on business planning.

Each section talks about a main topic and is written so that each section is informative without the reader having to be familiar with the entire *Toolkit*.

### **1.4 How to Use the Toolkit**

The main table of contents at the beginning of this document acts your guide to various topics covered in the *Toolkit*. The table of contents lists the section and page numbers for major and sub-topics discussed in the *Toolkit*. Use this to find the topic you want quickly.

In addition, each major section in the *Toolkit* begins with an overview which explains what will be discussed within that section. Each major section also contains its own table of contents that lists the specific topics that can be found within that major section. Throughout the *Toolkit*, there is also reference to additional information, including useful documents and links to websites.

## **2.0 INVENTORY OF FISHERY-RELATED TOURISM INITIATIVES**

### **2.1 Overview**

The purpose of this section is to present an inventory of fishery-related tourism initiatives for consideration. Working examples of the types of initiatives are also presented in text boxes. Working examples are situated in Atlantic Canada, wherever possible. Aboriginal initiatives are also included, where identified. Please note, however, that the examples that are included are only intended to be examples of working initiatives and

are neither a commentary on nor an assessment of a particular business nor a comprehensive directory of companies operating within a particular field. There are literally hundreds of different options and therefore, an inventory approach was taken in order to provide a repertoire of potential fishery-related tourism options. Once you identify an option that you would like to pursue, part of your preparatory research process may include exploring particular initiatives and reaching out to those companies for more in-depth exploration of their operations (presuming they will share information) in order to learn from their experiences.

You may also note that some of the examples provided may not be restricted to fishing-related activities. However, they are included as models that could be adapted to fishery-related activities.

While you will inevitably incorporate some element of the fishery into your tourism product, you may also consider:

- Providing a strong historical flavour of the Aboriginal fishery within a particular region of Atlantic Canada.
- Raising cultural awareness about your community and the Mi'kmaq and/or Maliseet people of Atlantic Canada.
- Aboriginal heritage and traditions.
- Ecological education, such as about certain species and their habitats.
- Local knowledge.
- Important sites and attractions.
- Special tools and/or techniques.

One should note that the ideas listed here may not be mutually exclusive. In other words, when developing a fishery-related tourism initiative, one might choose to combine several concepts to create a unique experience. Moreover, one can use a conventional recreational fishing activity, like fly fishing, to engage people and use such an activity to introduce people to the history of Aboriginal fishing and branch out from there by engaging them in different types of fishing activities, such as going out on the Miramichi River and learning about the role salmon plays in Mi'kmaq culture. Complimentary activities could include introducing tourists to local cuisine, customs, traditions, history, contemporary issues, etc.

## **2.2 Conducting Your Own Inventory of Fisheries Related Assets**

In order to help you determine what options may be best for you to explore further, you may choose to begin this exercise by conducting an inventory of fisheries-related assets that you currently have and which may be available for use in a new venture.

## **2.3 The Inventory**

### 2.3.1 Aboriginal Cultural-Fishing Combinations

Aboriginal cultural-fishing initiatives combine fishing excursions with Aboriginal cultural activities.

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| <p>Tourisme Manawan<br/>         135 rue Kicik<br/>         Manawan, QC J0K 1M0<br/>         Ph: (819) 971-1190, ext. 228<br/> <a href="mailto:info@tourismemanawan.com">info@tourismemanawan.com</a><br/> <a href="http://www.tourismemanawan.com">www.tourismemanawan.com</a></p> | <p>Manawan is located on the shores of Kempt Lake, near the Manawan First Nation. Manawan is an Aboriginal nature and adventure company. It is a traditional type of tourist attraction where one can find authentic day-to-day activities of the Atikamekw Nation. Packages cover 3 to 5 days and include tepee lodgings, traditional meals and food samplings, organized activities of a cultural and spiritual nature, hiking, rabaska canoe expeditions, fishing, and an introduction to birch bark object making.</p> |
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| <p>Xwísten Experience Tours<br/>         Lot 1A Joseph Rd<br/>         Lillooet, BC V0K 1V0<br/>         Ph: (250) 256-7844<br/> <a href="http://www.xwisten.ca/index_files/Tourism.htm">http://www.xwisten.ca/index_files/Tourism.htm</a></p> | <p>Xwísten Experience Tours is operated by Bridge River First Nation and features tours of the Bridge River Fishing Grounds, the past and current fishing area of the St'át'imc People. Guests learn about the traditional wind-dried method of preserving the salmon still used by its people today. There is also a archaeological site that contains over 80 identified pit houses, the traditional winter homes of the St'át'imc people. Tours finish with a salmon BBQ, complete with salmon, rice, salad, and bannock. Dessert is a traditional dish of whipped berries (sxúsum).</p> |
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### 2.3.2 Bird/Whale (Wildlife) Watching Adventures (Nature Tourism)

Wildlife watching adventures generally involve half or full day trips to view birds, whales, and/or other wildlife.

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| <p>Bird Island Boat Tours<br/> 1672 Old Route 5<br/> Big Bras d'Or, NS B1X 1B1<br/> Ph: 1-800-661-6680<br/> <a href="mailto:puffin@birdisland.net">puffin@birdisland.net</a><br/> <a href="http://www.birdisland.net">www.birdisland.net</a></p> | <p>Bird Island Boat Tours travels from the shore of Big Bras D'Or Lake, Nova Scotia to Bird Islands. Most of the tour is spent on the islands viewing wildlife while learning interesting and amusing facts from the captain and crew. It is an ecologically sensitive nature tour. Potential wildlife viewings include: Atlantic Puffin, Razorbill, Black-Legged Kittiwake, Great Cormorant, Black Guillemot, Bald Eagle, Great Black-Backed Gull, Herring Gull, Double Crested Cormorant, Grey Seals.</p> |
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| <p>Essipit<br/> 46 rue de la Réserve Les Escoumins<br/> (Québec) G0T 1K0<br/> Ph: (418) 233-2266; 1-888-868-6666<br/> Fx: (418) 233-3960<br/> <a href="mailto:info@essipit.com">info@essipit.com</a><br/> <a href="http://www.essipit.com">www.essipit.com</a></p> | <p>The Essipit Innu community near Tadoussac, Quebec offers whale-watching cruises from a single-hulled boat or a zodiac. It also offers outfitter camps, along with a host of other activities steeped in its age-old yet modern Aboriginal culture. Accommodations include condos, cottages, and camping. Essipit also offers a fish shop, catering, and prepared food.</p> |
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**2.3.3 Boat Tours and Charters**

Boat tours and charters generally involve purchasing a spot on a boat for a day. The number of participants vary depending on the size of the vessel.

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| <p>Four Winds Charters Limited<br/> Box 10, Site 180 Hillside Drive<br/> Boutillier's Point, NS B3Z 1W8<br/> Ph: (902) 492-0022; 1-877-274-8421<br/> Fx: (902) 826-9047<br/> <a href="mailto:annamerlin@eastlink.ca">annamerlin@eastlink.ca</a><br/> <a href="http://www.fourwindscharters.com">www.fourwindscharters.com</a></p> | <p>Four Winds Charters was established in 1985 and offers charters from St. Margaret's Bay and Halifax, Nova Scotia. Four Winds Charters offers a range of tours, such as: scenic water tours, nature cruises and whale watching adventures, private charters, lobster supper and cruise packages, and scuba diving excursions.</p> |
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| <p>Kapatakan<br/> 2238 Nishk, C.P. 39<br/> Mashteuiatsh, QC G0W 2H0<br/> Ph: (418) 275-8701<br/> Fx: (418) 765-3164<br/> <a href="mailto:kapatakan@hotmail.com">kapatakan@hotmail.com</a></p> | <p>Kapatakan is an Aboriginal passenger transportation company located in Mashteuiatsh, Quebec. It offers excursions in 30-foot pontoons on Lac-Saint-Jean, the mouth of the Ashuapmushuan River, and on the Peribonka River. Aboriginal guides take clients fishing on the lake and lead you to discover the Innu culture through rivers and fur trade routes. Swimming and meals on the boat or on the beach are also offered.</p> |
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| <p>Secteur Tourilli<br/> 490, rue des trios soeurs<br/> Wendake, QC G0A 4V0<br/> Ph: (418) 843-9355<br/> <a href="mailto:tourilli@hotmail.com">tourilli@hotmail.com</a><br/> <a href="http://www.tourilli.com">www.tourilli.com</a></p> | <p>Located north of St-Raymond de Portneuf, Secteur Tourilli is about 2 hours away from downtown Quebec City. Tourilli covers an area of 397 km<sup>2</sup> and is part of the Laurentian Wildlife Reserve. Secteur Tourilli offers 54 fishing lakes, more than 70 boats, cottages at Ste-Anne and a campsite with a fully-equipped comfort station at Lac Gabriella. Secteur Tourilli also offers moose hunting.</p> |
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### 2.3.4 Canoe or Kayak Adventures

Canoe or kayak adventures involve guided canoe or kayak tours. Tours can be one or several days. Generally speaking, boats and the necessary safety equipment are provided. Aboriginal interpretation may include using historic routes with cultural and natural interpretation of significant sites, flora, fauna and customs.

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| <p>Algonquin Canoe Company<br/> Long Sault Island, P.O. Box 27<br/> Thorne, ON P0H 2J0<br/> Ph: (705) 981-0572/981-0053;<br/> 1-866-889-9788<br/> Fx: (705) 981-0567<br/> <a href="mailto:info@algonquincanoe.com">info@algonquincanoe.com</a><br/> <a href="http://www.algonquincanoe.com">www.algonquincanoe.com</a></p> | <p>The Algonquin Canoe Company is operated by the Algonquin First Nation of Wolf Lake. The company is located 45 minutes northeast of North Bay, Ontario. It provides wilderness canoe routes and rental services and its store offers technical equipment, clothing, canoes, kayaks, and Aboriginal crafts. Services include fishing campsites, tepees, cabins, and lodges, lake tours, multi-day guided paddling adventures, day tours, and equipment rentals.</p> |
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### 2.3.5 Commercial Fishing Experiences

Commercial fishing experiences involve active commercial fishing operations offering tours for people who want to learn and experience what commercial fishing is all about. Clients become involved in the commercial fishing operation for the day.

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| <p>Marine Link Tours<br/>Box 451<br/>Campbell River B.C. V9W 5C1<br/>Ph: (250) 286-3347<br/>Fx: (250) 286-1149<br/><a href="http://www.marinelinktours.com">www.marinelinktours.com</a></p> | <p>Marine Link Tours offers cruises along the inland waterways of coastal British Columbia on the Aurora Explorer, a 135 foot landing craft (working freight boat) that transports a wide variety of heavy equipment and general freight throughout the Gulf of Georgia and the remote inlets of Johnstone and Queen Charlotte Straits. Passengers have an opportunity to observe the ship at work in addition to leisure activities.</p> |
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### 2.3.6 Competitive Tournaments

Fishing tournaments involve people competing to catch the largest fish within a specific species of fish, such as bass or trout. Events may be sponsored and generally involve prizes, such as cash or gift prizes.

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| <p><a href="mailto:nbsportfish@nbsportfishing.ca">nbsportfish@nbsportfishing.ca</a><br/><a href="http://www.nbsportfishing.ca">www.nbsportfishing.ca</a></p> | <p>The New Brunswick Sportfishing Association hosts a variety of bass fishing tournaments around the province throughout the fishing season. It also collaborates with private and government agencies to help fund studies on smallmouth bass in New Brunswick waterways, to standardize tournament rules to increase boater/angler safety and to improve fish handling methods to minimize fish mortality at tournament events.</p> |
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### 2.3.7 Corporate Fishing

Corporate fishing involves offering guided fishing trips to companies. Corporate fishing excursions generally run for a day or two and can be used to entertain clients, team building, management, or incentives.

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| <p>Get Hooked Fishing Adventures<br/>         Box 10, Site 201, R.R.#2<br/>         Stony Plain, AB T7Z 1X2<br/>         Ph: (780) 963-4279; (866) 963-1888<br/>         Cell: (780) 953-0759<br/>         Fx: (780) 963-3062<br/> <a href="mailto:keith@gethookedfishing.com">keith@gethookedfishing.com</a><br/> <a href="http://www.gethookedfishing.com">www.gethookedfishing.com</a></p> | <p>Located near Edmonton, Get Hooked offers guided fishing trips, specializing in guided river trips with access to rarely explored fishing holes. Get Hooked has been in operation since 1994. It operates 7 days a week from mid May to the end of October. Get Hooked offers a range of trips including: full and half day trips, ladies only trips, combination waterfowl hunting and Fall fishing trips, multi-day trips, fly-fishing, out-of-province trips, and corporate fishing trips.</p> |
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### 2.3.8 Diving Expeditions

Scuba diving expeditions involve taking certified divers out for an underwater expedition, usually in a lake or ocean. Specialty diving expeditions can include wreck dives, ice diving, deep diving, and night diving. Dive expeditions are best led by experienced and properly certified Dive Masters.

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| <p>Ocean Quest Adventure Resort<br/>         17 Stanley's Road<br/>         Conception Bay South, NL A1W 5H9<br/>         Ph: (709) 834-7234; 1-866-623-2664<br/>         Fx: (709) 834-1098<br/> <a href="mailto:rick@oceanquestadventures.com">rick@oceanquestadventures.com</a><br/> <a href="http://www.oceanquestadventures.com">www.oceanquestadventures.com</a></p> | <p>Ocean Quest Adventure Resort includes a 4 star 6-bedroom lodge, an indoor training pool, a full retail dive shop, and a full retail adventure shop. It provides excursions from two locations: Conception Bay South and Terra Nova National Park.</p> |
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### 2.3.9 Eco-Tour Cruises (Fisheries Science Marine Ecotourism)

Eco-tour cruises are more than traditional passive sight seeing trips. They offer people the opportunity for “hands-on” learning while at the same time collecting and documenting data which can lead to a much deeper understanding marine ecosystems and how they function.

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| <p>Coastal Connections<br/> P.O. Box 13094, 9 Aspen Lane<br/> Clarenville, NL A5A 4R2<br/> Ph: 709.533.2196; 709.690.0814 (off season)<br/> Fx: 709.466.3264<br/> <a href="mailto:jan@coastalconnections.ca">jan@coastalconnections.ca</a><br/> <a href="http://www.coastalconnections.ca">www.coastalconnections.ca</a></p> | <p>Coastal Connections is an eco-tour and learning vacation company providing natural history educational cruises. It operates year round from bases in Terra Nova National Park, NL as well as Petley, Smith Sound, Random Island and Traytown. Its tours contain a strong learning element and hands-on activities to allow guests to enjoy the beauty and gain valuable knowledge of the environment of Smith Sound.</p> <p>Coastal Connections delivers experiences that can include hauling crab or lobster pots (in season), squid dissections, plankton tows, and water chemistry. Participants may also use scientific equipment and fishing gear to collect samples used for long-term monitoring and other science-based initiatives in addition to observing land and sea wildlife in their natural habitats and learning about coastal navigation.</p> <p>Eco-tour and learning vacation offerings include discover tours, evening cruises, and custom tours. Coastal Connections also offers educational programs for teachers and students, a scientific support platform for scientists and researchers, and charters.</p> |
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**2.3.10 Fishing Derbies or Other Festivals**

A fishing derby is an organized tournament or competition among anglers. Fishing tournaments typically take place as a series of competitive events around or on a clearly defined body of water with specific rules applying to each event. They can take place on or along the edge of oceans, lakes, rivers, including ice covered bodies of water.

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| <p>Children's Fishing Derby<br/> 33 Leary Fraser Road<br/> Dayspring, South Shore, Nova Scotia<br/> Ph: (902) 541-1335<br/> <a href="mailto:jrand@modl.ca">jrand@modl.ca</a><br/> <a href="http://www.modl.ca">www.modl.ca</a></p> | <p>This is a free annual event held in May (May 28, 2011) in the Municipality of the District of Lunenburg. The event is offered from 9am - noon at the Municipal Activity &amp; Recreation Complex.</p> |
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| <p>Metepenagiag (Red Bank) Fisheries<br/> P.O. Box 293<br/> Metepenagiag Mi'kmaq Nation NB E9E 2P2<br/> Ph: (506) 836-6134 or (506) 836-6111<br/> <a href="http://www.metepenagiag.com/rbevent_en.htm">www.metepenagiag.com/rbevent_en.htm</a></p> | <p>Metepenagiag First Nation hosts a Trout Fishing Derby each year in May during the Victoria Day weekend.</p> |
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### 2.3.11 Fishing Lodges or Camps

Fishing lodges or camps offer wilderness fishing experiences and are generally located in more remote areas. Flying in to the lodge or camp may be required.

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| <p>Conne River Outfitting<br/> P.O. Box 10<br/> Conne River, NL A0H 1J0<br/> Ph: (709) 882-2470, ext. 1256; (709) 882-3971 (after hours)<br/> Fx: (709) 882-2292<br/> <a href="mailto:outfitting@mfn.gov.ca">outfitting@mfn.gov.ca</a><br/> <a href="http://www.conneriveroutfitters.com">www.conneriveroutfitters.com</a></p> | <p>Conne River Outfitters is operated by Miawpukek First Nation. It operates 3 fully equipped remote fly-in lodges and one fully equipped drive-in lodge. The remote lodges are located adjacent to lakes and in prime hunting areas. All of the lodges offer amenities such as showers, hot and cold running water, delicious food, and comfortable sleeping quarters. Conne River Outfitters also have two remote out-camps for those who want to experience hunting without the amenities.</p> |
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### 2.3.12 Fly Fishing

Fly fishing involves fishing with a rod, reel, fly line and a fly, as opposed to using bait to catch fish.

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| <p>Metepenagiag Outdoor Adventure Lodge<br/> 2202 Micmac Road, P.O.Box 332<br/> Red Bank, NB E9E 2P2<br/> Ph: (506) 836-6128; 1-800-570-1344<br/> <a href="mailto:metepenagiaglodge@live.com">metepenagiaglodge@live.com</a><br/> <a href="http://www.metlodge.ca">www.metlodge.ca</a></p> | <p>The Metepenagiag Outdoor Adventure Lodge overlooks the Miramichi River and is 20 minutes outside the city of Miramichi. The lodge is owned by the Metepenagiag First Nation. In addition to fly fishing, the lodge offers canoe adventures, wildlife viewing, and Mi'kmaq history and culture through the Metepenagiag Heritage Park. There is a 10-room lodge, a kitchen that features authentic Aboriginal food, and a meeting room.</p> |
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### 2.3.13 Heli-Fishing

Helicopter fishing or 'heli-fishing' involves chartering a helicopter to take clients to one or remote locations for a fishing adventure. Such charters can be one or multi-day trips.

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| <p>My Newfoundland Adventures<br/> Ph: (709) 638-0110<br/> <a href="mailto:info@mynewfoundland.ca">info@mynewfoundland.ca</a></p> | <p>My Newfoundland Adventures is located in the Humber Valley, 30 minutes from Deer Lake, Newfoundland. My Newfoundland Adventures offers a range of fishing trips, including fly-casting school, ocean fishing, river fishing, and heli-fishing. My Newfoundland Adventures offers three types of heli-fishing: gold, silver, and bronze packages. Clients have a helicopter at their disposal for the day and the trip includes up to 12 hours of fishing.</p> |
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### 2.3.14 Kayak Fishing

Kayak fishermen fish from sea kayaks in an attempt to level the playing field with fish and to further challenge their abilities. Kayaks are stealthy and allow anglers to reach areas not fishable from land or by conventional boat.

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| <p>Nomad Adventure Company<br/> 71 Christopher Drive<br/> Waterloo ON N2J 4J6<br/> Ph: (519) 502-3397<br/> <a href="mailto:info@nomadac.com">info@nomadac.com</a><br/> <a href="http://www.nomadac.com">www.nomadac.com</a></p> | <p>The Nomad Adventure Company is an eco-adventure guiding, rentals and event hosting service in Waterloo, Ontario. The Nomad Adventure Company offers walk &amp; wade fishing, kayak fishing, paddling and combined camp-paddle-fish tours. Trips may consist of half day, single day and multi-day outings covering several locations. All trips can be customized to suit the group or individuals.</p> |
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### 2.3.15 Learning Vacations

Learning vacations are holidays that allow vacationers to experience a hands-on approach that helps people learn through immersion in an environment.

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| <p>Raleigh Historical Corporation Inc.<br/> P.O. Box 93<br/> Raleigh, NL A0K 4J0<br/> Ph: (709) 452-2455<br/> Fx: (709) 452-2555<br/> <a href="mailto:noah.t@nf.sympatico.ca">noah.t@nf.sympatico.ca</a><br/> <a href="http://www.raleightraditionalfishingvillage.com">www.raleightraditionalfishingvillage.com</a></p> | <p>The Raleigh Traditional Fishing Village was built as part of the Raleigh Historical Cooperation, which was founded in 2003 to preserve the history and culture of Raleigh and its citizens. Raleigh is located on northern tip of Newfoundland, with an approximate population of 250 people. Raleigh offers a chance to experience living in a traditional fishing village as it was in the early 1950s. Activities include jigging herring, cod, etc., picking mussels, making paddles, mending nets, building boats, baking bread etc. Additional activities include boat tours (whale and iceberg watching), hiking, and mat hooking. The Village offers one and three day packages for 1 - 18 people.</p> |
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### 2.3.16 National Fishing Week Activities

National Fishing Week is a coast-to-coast-to coast awareness program that has been declared Canada's week to explore fresh and saltwater sport fishing. Outdoor organizations, government resource agencies, tackle retailers and volunteers host hundreds of events, usually in July, in almost every province and territory. Clinics, seminars, tournaments, interpretive classes, retail sales and derbies are held in over 100 communities across the country. National Fishing Week is an initiative of the Canadian National Sportfishing Foundation and the National Recreational Fishing Task Group representing the collective provinces and territories. National fishing week activities

span a range of activities and can include family fishing days, fishing derbies, festivals, etc.

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| <p>Canadian National Sportfishing Foundation Association<br/>1434 Chemong Road , Unit 11<br/>Peterborough, ON K9J 6X2<br/>Ph: (705) 745-8433; 877-822-8881<br/>Fx: (705) 742-4038<br/><a href="mailto:info@catchfishing.com">info@catchfishing.com</a><br/><a href="http://www.nationalfishingweekcanada.net">www.nationalfishingweekcanada.net</a></p> | <p>The Canadian National Sportsfishing Foundation is the sister organization to the Canadian Sportfishing Industry Association and promotes fishing as an inexpensive, easily accessible, heritage activity that fosters strong family and social relationships. National Fishing Week is its flagship program and is a coast-to-coast awareness program supported by over 1000 fishing related businesses as well as all provincial and territorial governments and Fisheries and Oceans Canada.</p> |
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### 2.3.17 Seafood or Fish Festivals

Seafood Festivals are usually organized by Chambers of Commerce or fishing associations and focus on maximizing economic benefits to a local community and businesses. These festivals typically have corporate sponsors and feature a variety of waterfront or seaside activities and entertainment. Such festivals can also engage the public in the appreciation of fishing cultural heritage. Another type of special event is a fish fry, which is essentially a cookout where fried fish is the main course.

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| <p>1-866-955-2003<br/> <a href="mailto:info@peishellfish.com">info@peishellfish.com</a><br/> <a href="http://www.peishellfish.com">www.peishellfish.com</a></p> | <p>The Prince Edward Island International Shellfish Festival is an annual event. It features a Food Pavilion featuring daily interactive shellfish culinary demos presented by the Culinary Institute of Canada. The festival hosts the PEI Potato Seafood Chowder Championship and the Cream International Chowder Championship, the Raspberry Point PEI Oyster Shucking Championship, the North American Oyster Shucking Showdown and the Shellfish World Invitational Oyster Shucking Championship. Other festival weekend highlights include the Go Deep International Tie One On Mussel Competition, the International PEI Shellfish Chef Challenge, The World is Your Oyster free children’s program, the Atlantic Veterinary College Marine Touch Tank, Peake’s Wharf Boat Cruises with guided tours and shellfish. The Prince Edward Island International Shellfish Festival is a joint effort of the PEI Aquaculture Alliance and the PEI Shellfish Association.</p> |
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| <p>Pictou Lobster Carnival<br/> 71 Front Street (in the CN Station) , P.O. Box 1480<br/> Pictou, NS B0K 1H0<br/> Ph: (902) 485-5150 (May to September)<br/> <a href="mailto:pictoulobstercarnival@hotmail.com">pictoulobstercarnival@hotmail.com</a><br/> <a href="http://www.pictoulobstercarnival.ca">www.pictoulobstercarnival.ca</a></p> | <p>Started in 1934, the Pictou Lobster Carnival has become a signature event in Nova Scotia. This three day festival celebrates the end of the fishing season in the area, maritime culture, and music. The event features musical performances at the Main Stage, a beer garden, a Mardi Gras parade, an antique car show, derby races, boat races, a Mid-Way, a children's parade and many other activities for the whole family.</p> |
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**2.3.18 Sport (Recreational) Fishing**

Sport or recreational fishing involves fishing for pleasure or competition. The most common form of recreational fishing is done with a rod, reel, line, hooks and any one of a wide range of baits. Other devices, commonly referred to as terminal tackle (like weights, floats, and swivels), are also used to affect or complement the presentation of the bait to the targeted fish. Sport fishing include all types of fishing adventures, including big game fishing where one fishes to catch large open-water species, like tuna, sharks and marlin. May sport fishermen practice catch and release.

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| <p>MacNeill's Tuna Fishing Charters<br/> Red Point, Souris PE C0A 2B0<br/> C0B 2B0<br/> Ph: (902) 357-2454 or (902) 357-2858<br/> <a href="mailto:j.l.m@pei.sympatico.ca">j.l.m@pei.sympatico.ca</a><br/> <a href="http://www.peitunacharters.com">www.peitunacharters.com</a></p> | <p>MacNeill's Tuna Fishing Charters offers tuna charters, deep-sea fishing, and seal watching tours. North Lake Harbour, PE is the departure point.</p> |
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### 2.3.19 Working Harbour Tours

Working harbour tours generally involve land and/or water-based interpretive tours of working harbours. They are usually guided by boat captains, maritime historians and other experts.

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| <p>Murphy's Cable Wharf<br/> 1751 Lower Water Street, P.O. Box 2378<br/> Halifax, NS B3J 3E4<br/> Ph: (902) 420-1015<br/> Fx: (902) 423-7942<br/> <a href="mailto:info@mtcw.ca">info@mtcw.ca</a><br/> <a href="http://www.mtcw.ca">www.mtcw.ca</a></p> | <p>Murphy's Cable Wharf, Halifax's largest Tour Boat &amp; Restaurant Operator, is situated at the foot George Street, on Cable Wharf on the Halifax waterfront. For over 28 years, Murphy's Cable Wharf has been offering range of tour options and gift ideas. Murphy's offers a range of boat tours, including nature and whale watching, tall ship sailing, pirate cruises, dinner and party cruises, Harbour Hopper tours, tugboat tours, private charters, and Halifax harbour tours. The harbour tours are narrated harbour tours about the history of the Halifax Harbour from its settlement to present day. Guides highlight significant landmarks, a wide variety of vessels, and relay traditional folklore.</p> |
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## 3.0 POTENTIAL SOURCES OF FUNDING

Fisheries and Oceans Canada delivers the Atlantic Integrated Commercial Fisheries Initiative (AICFI), which assists in providing the 34 Mi'kmaq and Maliseet First Nations affected by the Marshall decision with the means to develop commercial fisheries enterprise governance and business management skills, build capacity in commercial fisheries operations, and have a more effective voice in fisheries co-management. Fisheries and Oceans Canada also implements the Atlantic Commercial Fisheries Diversification Initiative (ACFDI), which assists eligible Mi'kmaq and Maliseet First Nations and their commercial fishing enterprises that meet the prerequisites and apply for

capacity building support. Eligible projects under ACFDI include fish-buying, packaging, processing and marketing, commercial fisheries related services, aquaculture and related activities, and fisheries-related tourism.

Indeed, fishery-related tourism has been primarily recognized as a potential base for economic development in large part because of ACFDI. Notwithstanding this, there may be additional sources of funding that you may access in order to augment ACFDI funding, should you qualify for it. As such, Appendix A contains a listing of potential funding sources that Atlantic First Nations may attempt to access in developing their fishery-related tourism initiatives.

It is important to note that an attempt was made to ensure this list was as exhaustive as possible but there may be programs that are not included here as offerings evolve constantly. Furthermore, these sources of funding were current at the time this *Toolkit* was developed. However, funding programs change all the time. Some are cancelled or are available for a limited time. Others are re-born as under new names. And, still others are newly created. It is therefore important for any community to thoroughly research all potential options when developing and planning their initiative.

Some sources of funding offer multiple funding programs. Instead of listing the details of all these funding programs, which may change quite quickly, the department or sponsoring agency is listed. This approach will prevent the *Toolkit* from becoming stale. If you are interested in a particular offering, it is recommended that you contact the department or sponsoring agency directly to discuss your project concept and uncover the sources of funding that would be most relevant to you. Making contact, particularly with a senior official with decision-making capabilities, will make your concept more personalized and will enable it to be assessed by someone with decision-making authority.

Please also note that many government departments also have discretionary funds outside of pre-established funding programs. By making direct contact with the appropriate personnel at a department, you may also be able to access these discretionary funds.

Traditional sources of funding for Aboriginal communities generally stem from a limited number of departments, including Indian and Northern Affairs, Health Canada, Canadian Heritage, Fisheries and Oceans Canada, and Human Resources Development Canada. While these departments continue to be invaluable sources of information and funding (depending on the nature of your initiative), the sources listed in the *Toolkit* include other governmental options (provincial and federal) as well as some non-governmental sources. While these latter sources are not necessarily Aboriginal-focused, Aboriginal initiatives may still qualify for funding. Please be encouraged to go beyond traditional sources of funding and pursue 'non-traditional' funding sources in order to maximize the possibility of implementing your initiative.

Note also that grants are becoming increasingly scarce while the availability of low interest loans appears to be growing. While grants may be preferable, they simply may not be available. As such, you may wish to also explore other sources of funding in order to ensure that your initiative becomes operational.

The Aboriginal Funding Tool is an additional tool available through the Aboriginal Canada Portal that can also help you identify different types of federal, provincial/territorial government or Aboriginal organizational funding available specifically for Aboriginal people in Canada. It is likely not comprehensive but it is a useful beginning to seeking funding. It may be accessed at:  
[http://www.aboriginalcanada.gc.ca/acp/apps/fundingtool.nsf/index\\_en.html](http://www.aboriginalcanada.gc.ca/acp/apps/fundingtool.nsf/index_en.html).

*Please refer to Appendix A, Potential Funding Sources, for a listing of federal, provincial, and non-governmental funding sources.*

## **4.0 WHAT TO DO NEXT**

### **4.1 Overview**

Once deciding on an initiative, the next step in developing one's business concept would be to write a business plan. The purpose of a business plan is to help define where you want your business to be within a certain period of time (usually five years) and how you plan on getting there.

### **4.2 The Business Plan**

More specifically, a business plan will enable you to:

- Work out the details of the concept, including key elements, location, likely users, capacity, potential strengths, weaknesses, opportunities, and strengths.
- Appraise your project at the conceptual stage before you spend a significant amount of money.
- Anticipate problems and take action to address or reduce them.
- Develop a detailed vision and plan for your initiative.
- Understand the costs and budget requirements associated with your planned initiative.
- Situate your initiative within your larger community plan or vision.
- Understand all the small steps involved in developing your initiative and bringing it to fruition.

While there are many business plan formats, every business plan contains several fundamental components. They are the executive summary, company profile, marketing plan, competitive analysis (SWOT analysis), risk assessment and contingency

plan, operating plan, start-up and implementation plan, and financial projections. Each of these is discussed further below.

#### **4.2.1 Executive Summary**

The executive summary summarizes the full business plan in a few pages and allows a reader to get a strong sense of your business concept without reading the entire business plan. The executive summary is important in catching the reader's attention so they read on and support your concept. The executive summary answers these basic questions: What is your business and why will it succeed? What makes your business idea different from others in the same sector? To answer these questions, you may include information about your business concept, the history or nature of operations, products and services, short, medium, and long term goals, project financing needs, and the business owners and location. The executive summary is the first thing people will read in your final business plan, but it is the last section to write. This is because you first need to write a plan in detail before you can summarize it.

#### **4.2.2 Company Profile**

This section of your business plan will provide an overview of your company and team and the skills and expertise that you have, your objectives, and your legal structure. It should also include information about your location and your facilities which allows you to consider the proposed site for the initiative, the pros and cons of the site, location (e.g., proximity to existing visitor destinations, proximity to major thoroughfares, proximity to complementary facilities and services, accessibility and visibility, etc.), site attributes, facilities, other proposed development projects for or near the site, physical constraints, competitive advantage of the site, visitor capacity, etc.

In your company profile, you may also discuss your company's vision, goals and objectives. The purpose of developing a vision, goals, and objectives is to:

- Create and build community awareness of your initiative and the potential benefits to the community.
- Establish priorities and provide a guiding path or map for the initiative.
- Provide a measure against which to assess the initiative.
- Provide consistency to the initiative and a long-term focus in the face of changing leadership or administration.

Goals and objectives should be SMART: specific, measurable, achievable, realistic, and have timelines.

### 4.2.3 Marketing Plan

The marketing plan lays out the ways that you plan to promote your business and make potential customers aware of your business and your product or service. This section should also consider the nature of the industry that you will operate in, including the overall size of the industry, competitor strengths and weaknesses, the direction the industry is going in, and potential market growth. You should also consider the competitiveness within the industry and how profitability may be affected by competitors, suppliers, producers of substitute products, customers, and barriers to entry. Considering these will allow you to understand the local and regional economies, visitor profile, existing market, and potential market, competition, seasonality issues. In your marketing plan, you should also discuss who your target market is in terms of (a) demographic characteristics, like age, gender, ethnicity, location of residence, socioeconomic status, religion or nationality; (b) values, attitudes beliefs, and/or emotions; (c) behavioural aspects like what influences your target market's buying decisions; (d) the size of your target market, and; (e) growth possibilities within your target market.

You may also wish to consider:

1. Marketing materials – What types of marketing materials will you develop, such as: brochures, maps, website, etc.?
2. Distribution channels – Where will you distribute your marketing materials and/or advertize or promote your initiative, e.g., provincial or local welcome centres and/or tourist bureaus, Chambers of Commerce, nearby restaurants, gas stations, motels (including bed and breakfast, guest houses, and hostels), local businesses, airports, travel shows, other First Nations, media outlets, email listservs, social marketing sites (like Facebook and Twitter), etc.?
3. Press kits – Press kits usually include a news release about your initiative or visitor season, your visitor guide, brief First Nation history, including contemporary information, tour maps and itineraries, costs and booking information, images, etc.
4. Cultural or community education – Invite tourism employees, like provincial, regional or local tourism officials, tour operators, travel agents, travel writers, welcome centre staff, etc., to visit your community and your initiative. Show them around and talk to them about your community, the attraction, and opportunities for promotion and partnership. This 'familiarization tour' is a great way to open your doors and begin a positive dialogue.

When developing your marketing plan, think about:

- Promoting the notion that you are open for business and welcome customers from all walks of life.
- Integrating your product within mainstream tourism initiative. This will broaden your promotion.

- Using technology effectively. Promote your initiative on your own websites, within the broader Aboriginal community and also on various federal, provincial, and local tourism sites. This will increase awareness about your initiative, add to the repertoire of additional tourism products, and possibly extend the stay of travelers to the region.
- Collaborating with other Aboriginal attractions in the region to market jointly. Building on the concept of initiatives, such as Aboriginal Tourism BC, you may decide to form a type of Atlantic Aboriginal Tourism Coalition, for example or a First Nation heritage corridor. This will provide a centralized tourism marketing website for Aboriginal attractions in the region.
- Partnering with non-Aboriginal operators and tourism attractions in your local area so you can capitalize on visitors to the region.
- Positioning your initiative in an authentic, Aboriginal way. This will provide customers with a unique cultural experience. Similarly, souvenirs that are sold at your venue should be authentic.
- Promoting your initiative within the tourism industry, including European-based tour operators, Canadian operators that operate nationally, and local operators. This opens the potential that they may enhance their tour packages and itineraries to include your initiative.
- Contemplating timing your special events to coincide with other festivals going on in your area. Doing so may help capture customers already in your area.
- Using brochures, magazines, newspapers, commercials, travel trade publications, videos, and other promotional venues to create more awareness for your initiative.
- Participating in travel trade shows. This will enable you to promote your product among the tourism industry.
- Participating in consumer events. This will enable you to promote your product among the public, most notably among elements of the public that are interested in travel, particularly Aboriginal travel.
- Continually assessing and updating your initiative in order to continue to grow.
- Be professional and present yourself well. Be prepared to take bookings a year in advance and honour them.<sup>1</sup>

There are a number of activities that you may undertake to better understand your market. These may include:

1. Tourism environmental scan – A tourism environmental scan will enable you to gain a more thorough understanding of tourism in your area by researching the following:
  - a. Visitor trends to the area.
  - b. The number and type of visitors to the area.

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<sup>1</sup> Adapted from: Aboriginal Tourism Opportunities for Canada U.K., Germany, France Prepared for: The Canadian Tourism Commission (CTC) By: Insignia p. 3-4; 15-16; 59.

- c. The economic benefits that result from such visitors.
  - d. The number and types of accommodations in the area.
  - e. The number and types of attractions and activities in the area.
  - f. The number of people employed in the tourism industry in the area.
  - g. The number of forecasted visitors to the area for the next five years and their potential economic benefit.
  - h. Visitor trends over the past five years.
  - i. The capacity of current infrastructure and services to effectively deal with existing and future visitor demands.
  - j. The impact of visitors on the environment.<sup>2</sup>
2. Economic assessment – An economic assessment will enable you to gather information about the local economic impact of tourism and better understand the benefits tourism may bring to your community. Having an understanding of the economic potential will also enable you to determine how tourism can contribute to the economic development of your community, which initiatives are best suited to your community and to visitors to the area, and help evaluate whether an investment in tourism is justifiable and a worthwhile risk. An economic assessment may help you better understand:
- a. How much money visitors spend in the area and what are they spending their money on.
  - b. How First Nation businesses and residents may benefit from tourism.<sup>3</sup>
3. Segmentation study – A segmentation study is a survey of a sample population in which respondents provide categorical response to identify certain facts about themselves, such as age, gender, geographic location, income, etc., plus other circumstantial qualifiers or facts which may be specific or unique to the market or products being tested. It allows you to gather as much insight as possible about the size and nature of your potential market and allows you to learn about or test attitudes, plans, perceptions, practices, levels of awareness, etc. For example, a segmentation may give you a better understanding of:
- a. The typical age, household composition, gender and socio-economic level of tourists interested in Aboriginal attractions.
  - b. The number of international and domestic visitors to your area and more specifically, where visitors come from (e.g., country, state, province).
  - c. Why visitors come to the area.
  - d. How they travel to the area.
  - e. Where visitors stay.
  - f. The attractions and activities visitors like to visit and do.
  - g. How long visitors stay in the area.

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<sup>2</sup> Adapted from: Tourism Planning Toolkit For Local Government, May 2006, p. 15.

<sup>3</sup> Adapted from: Tourism Planning Toolkit For Local Government, May 2006, p. 25.

- h. How many people were in their travel party.

This type of assessment, as well as other assessments described here (such as client surveys, focus groups, and interviews) will also provide you with a greater understanding of the expectations of your potential clients. This will, in turn, allow you to build an initiative that responds to and fulfills those expectations.

4. Client Surveys – You may also wish to follow up your segmentation study with targeted surveys to survey potential customers who are interested in your type of experience. Questions you may ask on a client survey may revolve around:
  - a. The appeal of an Aboriginal attraction.
  - b. How long a client may spend at an Aboriginal attraction, celebration or experience.
  - c. How respondents look for information about Canadian Aboriginal attractions and what these sources of information are.
5. Focus Groups - Likewise, you may wish to target your customer assessments more narrowly by conducting focus groups with smaller groups of potential customers. Questions you may ask focus group participants may include:
  - a. The type of work they do, hobbies, interests or clubs.
  - b. Travel interests, such as the types of vacations they like to take, preferred destinations, frequency of travel.
  - c. Interest in Aboriginal travel in general.
  - d. Interest in Aboriginal travel within Canada, such as why Aboriginal travel interests them, expectations for travel, information sources for Aboriginal attractions.
6. Interviews – You may wish to conduct in-depth interviews with the travel trade. Potential interviewees may include tour operators, travel agents, tourist bureau personnel, regional tourism associations, destination marketing organizations, provincial departments of trade, agents that specialize in attracting foreign tourists to Canada and the Atlantic region, etc. Questions you may ask trade representatives may revolve around the following themes:
  - a. Involvement with the Canadian travel market.
  - b. Types of products that interviewees sell and the regions that are included in their tours or packages.
  - c. The types of Aboriginal experiences their clients typically seek.
  - d. How Aboriginal people and Aboriginal tourism products should be portrayed, advertized, and promoted.
  - e. How satisfied the tourism industry is with tourism infrastructure and services in the area.

#### **4.2.4 Competitive Analysis (SWOT Analysis)**

A competitive analysis is an assessment of the strengths and weaknesses of current and potential competitors that allows one to identify opportunities for a new business or business expansion and elements that might threaten or impeded development and growth. Conducting such an analysis will enable you to understand who your competitors are and what they offer.

In completing your competitive analysis, you will likely conduct a SWOT analysis, which considers the **s**trengths, **w**eaknesses, **o**pportunities and **t**hreats of a business. It generally starts with a statement about the objectives of your business. The SWOT analysis answers these fundamental questions: What are the strengths of your company or business idea? What are the weaknesses of your company or business concept? What opportunities exist for your company or business concept? What threats do you face? The SWOT analysis will help you identify your own strengths and help you identify barriers and challenges so you can meet and overcome them successfully. A SWOT analysis will allow you to consider your competitive advantage. In other words, it will allow you to consider what makes your initiative different from other attractions in the area, province, region, country or the world, what unique benefits and features you will provide to visitors, and what you will do differently that will add value for your visitors and make you stand out in the marketplace.

#### **4.2.5 Risk Assessment and Contingency Plan**

A risk assessment allows you to consider the potential risks and obstacles of the project and how to address such risks. A risk assessment plan not only includes considering the right type and level of insurance coverage that your tourism business will require. A risk assessment plan also includes assessing, analyzing, controlling and treating risk. It also may include a human resources management plan, which would help you identify and evaluate the risks that a loss of employees or management will have on your company. It will also allow you to consider how you will handle the loss of these people and how you will fill vacancies and skills gaps. A contingency plan will lay out how you plan to face these risks and what alternatives may exist. For example, in your contingency plan, you may consider how you will handle shutting down if you have to or what you define as 'failure'.

#### **4.2.6 Operating Plan**

In your operations plan, you should discuss how you plan to run your company and deliver your product or service to your customers. This section should address processing/production, transportation, coordination, after-sales service, and so on. In this section, you ought to consider your (a) key operating processes and the costs involved with them. How will you deliver your product or service and what will your production process be? What logistical challenge will you face and how will you

overcome them? How will you gauge your success? (b) Who will your suppliers be and what do you get from them? What is your relationship with them? Do you have alternatives for purchasing goods or supplies if your original supplier relationship does not work out? What are your suppliers' prices, terms, and conditions? (c) If you are selling a product, what is your timeline for production? How will you control inventory and what will your maximum output be? What factors might affect your timeline? How will you keep track of your inventory? What industry standards or guidelines will you have to follow? How will you continue to be innovative in your industry or field? (d) Who is on your management team and what expertise do they bring? (e) What is the management structure of your business and what types of employees will you need? How will you finance these positions? What is your timeline for hiring? How will you train your employees?

#### **4.2.7 Start-Up and Implementation Plan**

A start-up plan and implementation plan details what steps you will take to first start up your new business. Such plans generally include a detailed timeline of all the activities that need to be done before you open your doors or bring your product to market. The start-up and implementation plan should also include one time start-up costs and a plan on how you will get the resources you need to get started.

#### **4.2.8 Financial Projections**

The financial projections include an income statement, cash flow projection, break-even analysis, and a section that outlines the major assumptions you made in preparing your financial statements. In your financial projections, you should also consider if you will have any seasonality in your sales, how you plan to increase revenue and decrease expenses, what your reserve capital is, and how you plan to pay expenses during the off-season. Completing the financial projections will allow you to anticipate fee structures, projected start-up and operating costs, projected revenue, capital costs, start-up costs, etc.<sup>4</sup>

#### **4.2.9 Business Plan Templates and Additional Resources**

There are numerous business plan templates and business planning resources readily available to help you develop your business plan. The list below is a good place to start.

1. [Bank of Montreal's Business Coach Series](#) – This offers resources such as developing your business plan, cash flow and business planner worksheets, and other tools to help you with business and financial planning. See

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<sup>4</sup> Adapted from: Canadian Youth Business Foundation (CYBF) interactive business planner, <http://www.cybf.ca/entrepreneurs/interactivebusinessplanner.php>.

<http://www.bmo.com/home/small-business/banking/resources/business-resources>.

2. [Business Development Bank of Canada \(BDC\) Business Plan Template](#) – This is free of charge and available on an as-is basis. The template contains a main section in Word, a financial appendix in Excel and a user guide. See [http://www.bdc.ca/en/advice\\_centre/tools/business\\_plan/Pages/default.aspx](http://www.bdc.ca/en/advice_centre/tools/business_plan/Pages/default.aspx).
3. [CBDC Online Business Plan](#) – This is a web-based application tool where you can prepare a three-year business plan online. See <http://obp.cbdc.ca/?lang=0>.
4. [CIBC 'Your Guide to Business'](#) – This resource provides you with a line-by-line approach to business plan writing that takes you through the process one step at a time. See <http://www.cibc.com/ca/small-business/article-tools/business-planning.html>.
5. [RBC's 'Create the Plan'](#) – This site provides a planning guide, as well as a series of sample business plans, to assist you in preparing your business plan.
6. [Scotiabank 'Scotia Plan Writer for Business'](#) – This is an interactive planning tool that can help you create an effective business plan. The site also includes sample business plans, a business planning guide, and some tips on how to put your plan into action. See [http://www.scotiabank.com/cda/content/0,1608,CID10328\\_LIDen,00.html](http://www.scotiabank.com/cda/content/0,1608,CID10328_LIDen,00.html).
7. [TD Canada Trust Business Planner](#) – This tool takes you through the steps to develop a business plan. See <http://www.tdcanadatrust.com/smallbusiness/windocs.jsp>.

You can use any one of these templates in their entirety or in combination with other templates to create your own business plan that most suits your needs and reflects your business concept.

### **4.3 Planning Your Initiative**

There may be additional factors that you may likely consider in developing your business plan and concept or when implementing your project concept. These are discussed below.

#### **4.3.1 Considering the Cultural**

When considering an initiative related to culture, you may wish to consider how you can incorporate your culture into the initiative. For example, you may consider:

- Whether you can involve local artists in the design of your tourism product.
- Whether you can incorporate cultural elements into food, furnishings, amenities or uniforms.
- How a cultural tourism initiative can meet existing and contemporary market demands.
- How can a conventional initiative incorporate a cultural component.

- The added value in explaining new facts to tourists about the origins of what they see or do.
- Whether a traditional craft or undertaking can be adapted for modern use or application.
- How existing marketing channels can be utilized.
- Prioritizing local products as tourists want to shop and buy authentic locally distinctive products.

A big challenge is to maintain sufficient authenticity in a cultural product that is packaged for tourists. A lack of authenticity can lead to tacky products that bore or repel customers. At the same time, truly authentic cultural events may not comply with tourist needs for assured safety, accessibility, and tight scheduling. The challenge is to strike a balance and find an appropriate combination of:

- Authenticity – where people are doing what is legitimately part of their culture in a way that would normally be done.
- Spontaneity – where tourists are able to interact with local people.
- Safety – where health and safety standards are maintained in relation to food, facilities, equipment, physical health and safety, etc.
- Accessibility – where tourists can access a venue easily.
- Interpretation – where information is available in tourists' languages and is understandable and reaches a range of audiences (and levels).
- Scheduling – where a product fits into tourists' itineraries and considers that tourists often only have a few hours to spend at a particular venue.
- Compliance – where legal regulations and industry standards are complied with.

#### **4.3.2 Steering Committee**

You may wish to form a steering committee to direct your initiative that may be led by or managed by the First Nation's tourism or economic development director or department. To be well-rounded, the committee may include Elders, cultural or traditional knowledge holders, youth, and the leadership.

#### **4.3.3 Community Consultation**

Community consultation allows for community input into the planning, management and marketing of your tourism initiative and allows the community and leadership/management to exchange ideas. Community consultation will also foster confirmation that an initiative is the right choice to pursue, garner buy-in and community endorsement, minimize interference from naysayers, allows the community to tell its story its own way, help build the success of your initiative, help ensure that an initiative is consistent with your community's overall economic and social goals, increase awareness for tourism and the initiative within the community, increase community pride, and create a welcoming attitude and atmosphere to visitors.

Community consultation also reassures First Nations people that the leadership/management is taking adequate steps to protect the people, land and resources, and culture from exploitation and create tourism programs where benefits flow to First Nations people..

Questions you may ask during your community consultations may include:

1. What should our goal be for tourism in our community?
2. What are the benefits of tourism to our community (e.g., economic, social, etc.)?
3. What are your concerns about how tourism may impact our community? What negative impacts do you anticipate and how do you suggest we deal with them?
4. Will tourism provide worthwhile employment (and other) opportunities for First Nation members?
5. What kinds of jobs would you like to see in the community?
6. What kind of training would you require to apply for any of these jobs?

#### **4.3.4 Environmental Assessment**

The purpose of an environmental assessment is to minimize or avoid adverse environmental effects before they occur and incorporate environmental factors into decision making. An environmental assessment allows you to analyze and anticipate the way in which your initiative may change or impact the environment and how you can mitigate negative impacts. It is important to note that you may be required to adhere to the regulations established by the Canadian Environmental Assessment Agency.

An environmental assessment should cover all the environmental dimensions of a project including effects on:

1. Soil.
2. Water (surface and ground).
3. Land and landscapes.
4. Wildlife and wildlife habitat.
5. Plants and vegetation.
6. Air quality.
7. Sacred and traditional sites.

Within the environmental assessment, one might also consider the impact of:

1. Noise.
2. Traffic.
3. Crowds.

After conducting your environment assessment, you may have to re-design parts of your initiative to avoid adverse effects to the environment.

#### 4.3.5 Product Development

Product development involves the process of bringing a new product or service to market. Product development has several aspects. One facet involves developing the actual product concept, such as festivals, activities, the community, events, dining and entertainment, shopping, safety, and service. The second facet involves putting the necessary physical elements in place, such as infrastructure, natural resources, accommodations, amenities, such as restaurants and shopping, etc. Finally, the third facet involves preparing staffing and the community, cultural and historic resources, hospitality, etc.

With these three elements in mind, it is important that, when developing your initiative, you learn about the experiential, physical, and emotional elements that will draw in clients, provide them with a positive experience, and encourage them to spread good news about your attraction. Therefore, in developing your product, you may consider:

- Visitor satisfaction surveys and competitor analyses to define visitors' needs and wants.
- What the gaps and trends are in the market and where new and exciting opportunities exist that would result in a profitable enterprise.
- Existing tourism products and what their pros and cons are.
- Educating the local tourism industry about your initiative and the specific strategic direction and branding values the local tourism agencies are promoting so that you can tie into them.
- Tourism infrastructure that exists or will be required.
- Monitoring measures to ensure that the quality of service and high levels of customer satisfaction are maintained into the future.
- Accounting for local residents and how the initiative may positively or negatively impact their well-being.

Developing a tourism product is about creating an experience. Consider:

1. The experience – How can you add value for visitors? What can you do differently than someone else, what activities can be offered, or what stories can you tell? What you offer and how you offer it can distinguish you in the marketplace.
2. Itineraries – How you can schedule your activities at your destination in a way that appeals to visitors, makes it easy for them to enjoy their vacation more, and exposes visitors to things they may not have found on their own. Itineraries can include your destination and others, be built around a core experience, geographic area, theme, or interest. Itineraries can be easily posted on your website and are a relatively low cost item to develop.

3. Create Complementary Clusters – Feature activities and services that you can use to attract visitors not just to your destination but to your area as well. Creating clusters allows you to showcase the multitude of ways that your region can meet your visitors' expectations and needs. You may work with partners to create clusters work together to jointly promote attractions and events.
4. Packages – Combine two or more offerings that tourists can purchase for one price and which has the incentive of being better priced than if the offerings were purchased separately. The offerings may be offered from one operator or several who have partnered.

As you develop your tourism product, you may also consider:

1. How can the visitor book your package (e.g., online, telephone, email).
2. Whether a deposit will be required.
3. Your cancellation policy.
4. How inventory will be managed.
5. How reservations will be managed.
6. How you will pay your partners (e.g., your payment policy).
7. What you will send visitors to confirm their booking (e.g., visitor's information, dates booked, reservation number, deposit fee, package description, policies and procedures, and any other information you think is relevant).
8. Whether you will send visitors any pre-trip materials.
9. Whether you will offer vouchers or coupons so visitors can access the other activities and services (e.g., through your partners).
10. How service issues and complaints will be handled (e.g., customer service policy).
11. Insurance coverage that should be in place.
12. Whether you will send visitors post-trip materials.
13. Pictures and images you will use and whether they are of sufficient quality and whether you have permission to use them.
14. The tone of your writing and how you describe your experience. You want your materials to issue a call to action and inspire visitors to book with you.

#### **4.3.6 Annual Plan**

Once implementation begins, you may prepare an annual plan that will include:

1. An annual budget, including estimated costs and revenues.
2. A funding impact statement for the year.
3. Training needs.
4. Anticipated employment opportunities.
5. An evaluation component to measure performance.
6. Annual reporting.

### **4.3.7 Assessing Your Infrastructure**

In order to undertake a tourism initiative, it is important that you have an adequate water supply, wastewater management system, solid waste management system, and energy production capacity to accommodate the added visitors to your venue or community. An assessment of your infrastructure will help you determine what demands visitors will have on your water, wastewater, and solid waste services so that you can adequately plan and manage the added pressure. An infrastructure assessment may include gathering data about:

1. The number of existing residents in the community.
2. The number of potential visitors to the community.
3. The current state of the infrastructure.
4. The potable water supply.
5. Existing and anticipated solid waste services.
6. Amenities and whether toilets and such are clean.
7. How much water each resident consumes (for the past 12 months).
8. How much water each visitor is anticipated to consume.
9. How much wastewater and solid waste each visitor is anticipated to produce.
10. How much waste each resident produces (for the past 12 months).
11. Current energy production capacity.
12. Anticipated energy needs.
13. Anticipated peak demand period.
14. Recycling services.
15. Garbage collection, e.g., capacity to collect, garbage bins, transfer stations, etc.<sup>5</sup>

Understanding these questions will help you to understand required upgrades and associated costs.

## **4.4 Implementation**

Implementation is the coming together of your vision, goals, and objectives into a tangible tourism product. Implementation is also the operationalization of your tourism strategy or plan.

### **4.4.1 Product Testing**

If possible, test your initiative with members of the community or members of the general public. Such “product testing” so will help you gain valuable insight into your initiative and what you have planned that can be used to further develop and enhance the experience before you invest a significant amount of funding in marketing activities.

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<sup>5</sup> Adapted from: Tourism Planning Toolkit For Local Government, May 2006, pp. 43-47.

#### **4.4.2 Branding**

The American Marketing Association defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers".

Effective branding is essential because how you brand your product is the only information that people have to draw on when deciding how to spend their time and money. Branding, therefore, concerns every point where a potential or existing consumer comes into contact with anything to do with your product. Therefore, branding applies to advertising, word-of-mouth, competitor communications, calls into your organization, public relations or independent communications, such as newspaper articles, etc.

A good brand will deliver your message clearly, reinforces your credibility, connects your product to your target market emotionally, motivates people to buy your product, and forms consumer loyalty to your product.

#### **4.4.3 Tourism Partnerships**

Understanding how tourists move and travel around your area is important to generating visitors to your initiative. It is also important to understand who the other local operators and tourism information sources are so that you can work together to coordinate activities maximize mutual benefit. Partnerships allow you to:

1. Manage tourism-related issues that are beyond the capacity of one organization.
2. Resolve issues that you share with other local operators in your area.
3. Develop a regional approach to attracting visitors.
4. Marketing a region as a whole that comprises a number of smaller visitor destinations or attractions.
5. Embark of marketing activities on a scope that you would otherwise not be able to afford.
6. Share costs, thereby reducing individual operators' costs.
7. Conduct and share effective research thereby achieving economies of scale.

You may partner with local operators. And, you may also choose to partner with other Aboriginal tour operators in the region and take advantage of cross-promotional opportunities to a clientele already interested in Aboriginal activities. In partnering with other Aboriginal operators, you could develop a network of Aboriginal tourism and First Nation heritage corridors.

However, if you are contemplating a tourism partnership or cross-promotion, ensure that the experience you are going to cross-promote or partner with is up to your quality

standards. You want to make sure that your clients will have a good experience where you send them.

#### **4.4.4 Annual Reporting**

The purpose of an annual report is to enable you to:

- Identify trends regarding progress or lack thereof towards goals, objectives, and the overall vision of the initiative.
- Analyze data and progress to date.
- Formulate recommendations about how to improve or build on the initiative.
- Put forth actions that need to be taken in the near future.

An annual report usually contains the following elements:

1. Actual revenues and expenditures.
2. The results of any monitoring of community outcomes done during the year.
3. The results of visitor and other surveys conducted.
4. Report of significant acquisitions, replacements or disposal of assets.
5. Levels of community training and employment achieved.

#### **4.5 Monitoring and Assessing Your Initiative**

Once your initiative is implemented, it is important to constantly monitor your progress. Benefits of assessment include:

- Allowing you to see whether the plan is being adhered to and whether the plan is being implemented successfully.
- Ensuring precious resources are not wasted on an initiative that is not successful.
- Limiting risk by ensuring investment is targeted to potentially successful projects.
- Maintaining lines of accountability by implementing a solid evaluation methodology.
- Providing sound data on which you can formulate decisions.
- Allowing you to develop clear and measurable standards for performance.
- Providing you with a management tool with which to identify potential poor performance and take corrective action earlier rather than later.
- Enabling benchmarking so that you can compare your performance over multiple periods or against other initiatives. Benchmarking is the process of comparing one's business processes and performance to industry best practices using metrics (or measures) to assess performance.
- Helping you develop targets that can then become goals and which motivate staff and give them a sense of purpose and independent way to recognize their achievements and positive performance.
- Allowing you to learn from successes and failures.

- Building the database of information about local tourism.

Assessing your initiative will allow you to continually build your services and ensure ongoing customer satisfaction. This will, in turn, help ensure a successful business venture.

#### **4.5.1 Tracking**

Depending on the nature of your undertaking, there are a variety of measures that you can use to track results. These may include:

- Room nights booked.
- Tickets sold.
- Meals sold.
- Length of stay.
- Packages sold.
- Coupons redeemed.
- Sales/revenue.
- Losses.
- Audience size.
- Number of inquiries.

#### **4.5.2 Visitor Satisfaction Survey**

Visitor satisfaction is about more than the quality of the accommodations or activities. It is about ensuring that visitors have a wonderful experience so that they come back to visit or tell their friends and family to visit your attraction. Conversely, if visitors have a bad experience, they will be likely to tell their friends and family about their negative experience which will not bode well for your initiative. Understanding visitor satisfaction can help you set priorities and allocate resources to improve and build on your tourism offerings.

You may also choose compare visitor satisfaction results against a set of more objective criteria. This is called destination benchmarking. Benefits of such a comparison include:

1. Keeping track of the number of visitors.
2. Enabling planning and implementation to be more client-focused.
3. Providing a better understanding the strengths and areas of improvement of your initiative.
4. Understanding how your tourism product compares to others.
5. Providing data to justify seeking additional resources to further develop and build your product.
6. Improving your service standards.
7. Helping to identify best practices.

8. Demonstrating improvements over time and measuring impacts.

A visitor satisfaction survey may include questions about:

1. Visitor country of origin (international) or region of origin (domestic).
2. Purpose of their visit.
3. Length of their visit in the area.
4. Method of travel.
5. Ease and cost of parking.
6. How much money they spent at your attraction.
7. Quality of the attraction/activity.
8. Quality of service.
9. Quality of choice, service, and value for money for eating and drinking.
10. Quality of choice, service, and value for money for shopping.
11. Ease of finding one's way, such as road signage, maps, etc.
12. Availability and cleanliness of public toilets.
13. Overall cleanliness of the venue.
14. Overall impression.
15. Overall enjoyment.
16. Feeling of safety.
17. Customer service.
18. What made the visit enjoyable.
19. What made the visit less than enjoyable.
20. Likelihood of recommending city/town to others.
21. Recommended improvements.
22. The quality and accuracy of your marketing materials.
23. Demographic information about the visitor, such as their level of education, occupation, income bracket, sex, etc.<sup>6</sup>

You may also choose to include a tear off coupon as an incentive for filling out and returning the survey. It may be a discount coupon for their next trip to your initiative, discounts at partners, like accommodations, a First Nation product, or a prize draw.

### **4.5.3 Staff Satisfaction Survey**

A staff satisfaction survey involves polling your staff and gathering information about their attitudes, opinions, motivations, and satisfaction. Benefits of conducting a staff satisfaction survey include:

- Involving the staff in a meaningful way thereby fostering buy-in and commitment.
- Finding out what visitors commented to staff.
- Seeking information who are front line with and interact most directly with visitors.

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<sup>6</sup> Adapted from: Tourism Planning Toolkit For Local Government, May 2006, pp. 39-40.

- Identifying problem areas or areas for improvement before they become serious or unmanageable.
- Assessing the working environment from the employees' perspective.
- Measuring staff satisfaction on a range of matters.
- Determining the mood and morale of the staff and organization.
- Allowing you to measure your progress in non-financial terms.
- Identifying additional training needs.
- Allowing you as an employer to effectively communicate with and listen to staff.

#### **4.5.4 Community Satisfaction Survey**

Community consultation may occur at the beginning of the planning process but it is important to continually check back in with the community to see if goals and priorities have changed and to assess how an initiative is impacting the community on an ongoing basis. As such, you may also conduct a community consultation or resident survey on annual basis to assess residents' ongoing support of and experience with the tourism initiative.

A community satisfaction survey may include questions about:

1. Number of community members employed by the tourism initiative.
2. Volume of water used.
3. Amount of wastewater and solid waste produced.
4. The processing of waste.
5. Community views on the tourism investment.
6. Impact of tourism on the social structure of the community.
7. Perceptions on impacts on the environment.

#### **4.5.5 Tourism Industry Satisfaction Survey**

A tourism industry satisfaction survey may evaluate:

1. Feedback about your attraction, if any.
2. Number of referrals to your attraction.
3. How your current experience reflect the province's or region's tourism brand.

#### **4.5.6 Environmental Monitoring Assessment**

An environmental monitoring assessment may evaluate:

1. Physical impacts of tourism on the environment.
2. Capacity of the environment to meet the infrastructure needs.
3. Environmental management techniques used.
4. Environmental policies or guidelines and/or how they are being implemented.

### 4.5.7 Tourism Strategy Assessment

You may also choose to evaluate your tourism strategy, of which your fishery-related tourism strategy may be only one part. In assessing your strategy, you may consider:

1. Whether you have a current tourism strategy.
2. The monitoring arrangements that are in place.
3. Whether the tourism strategy was prepared in consultation with stakeholders.
4. Whether and how the tourism strategy has been updated annually.
5. Whether your strategy includes an action plan and implementation schedule.

## 5.0 CONCLUSION

This *Inventory of Fishery-Related Tourism Initiatives and Toolkit* aims to provide Atlantic First Nations with an inventory of fishery-related tourism development options that will enable them to use existing fishery resources, such as boats and other equipment, in ways other than for strictly fishing. In so doing, this *Toolkit* provides options with which Atlantic First Nations may expand their economic base and develop potential revenue stream beyond conventional fishery activities.

Whatever the initiative you decide to pursue, extensive research is vital in order to ensure thorough planning and preparedness. To that end, Appendix B contains additional sources of information that may be of assistance, including Aboriginal tourism associations, general tourism associations, tourism departments, guides and toolkits, marketing resources, tourism human resources and tourism portals.

*Please refer to Appendix B, Additional Resources for additional sources of tourism information and support.*

Regardless of the initiative you choose to pursue, it is important to consider the environment when developing a fishery-related tourism initiative. Considering the environment is especially important so as to not add more stress to species and already fragile ecosystems.

A sustainable tourism business can at once meet your goals for economic development and socio-cultural priorities while still acting environmentally responsibly and preserving ecological processes and biological diversity. Moreover, your environmentally respectful fishery-related tourism initiative will be in a unique position to educate your clients about the local ecosystem and environmental issues, priorities, and needs. Furthermore, since the environment is an important consideration for many people, you might consider promoting green elements of your business. For example, if you have paperless features or use recycled paper content in your printed materials, you should

advertize these in your promotional literature using appropriate logos and explanatory text.

As such, be conscious of the impacts your initiative may have and aim to:

- Minimize negative impacts.
- Respect environmental laws and regulations.
- Make positive contributions to the preservation of natural and cultural assets and encourage others to do the same.
- Educate others about making positive environmental choices.
- Teach your clients about endangered or threatened species (like animals or plants) and/or areas (like sand dunes).
- Encourage your clients to observe, not disturb, and to minimize harm.
- Incorporate sustainable practices and products into product design and development.
- Develop a environmental code of ethics which will represent your philosophy towards the environment and govern operations.
- Clean gear properly so as to not cross-transfer between habitats (such as from one lake to the ocean).<sup>7</sup>

Pursuing a fishery-related tourism initiative that incorporates Aboriginal culture in some way may also provide Atlantic First Nations with an opportunity to expose visitors and the greater public to their unique cultures and their historic and contemporary roles in the region. In taking their first steps, First Nations may consider what types of cultural and heritage products might suit visitors and tourists and how can they be integrated with the fishery theme in an authentic way and in a way that takes into account the practicalities and logistical needs that visitors and tourists require.

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<sup>7</sup> Tourism Industry Association of Canada, Canadian Tourism Commission and Parks Canada. *Green your Business: Toolkit for Tourism Operators*, 2008, pp. 1, 40-42.

## APPENDIX A – POTENTIAL FUNDING SOURCES

This appendix contains a listing of potential funding sources. The resources are broken down into 6 categories:

1. Federal government funding sources.
2. Newfoundland and Labrador government funding sources.
3. New Brunswick government funding sources.
4. Nova Scotia government funding sources.
5. Prince Edward Island government funding sources.
6. Non- governmental funding sources.

### A.1 Federal Government Funding Sources

#### A.1.1 Aboriginal Business Canada

Aboriginal Business Canada (ABC) is an Indian and Northern Affairs Canada program that maximizes Aboriginal people's participation in the economy through business development. ABC provides support to Aboriginal entrepreneurs for a range of activities including business planning, start-up, expansion and marketing. It provides eligible majority-owned Aboriginal enterprises with financial assistance, business information and resource materials, and referrals to other possible sources of financing or business support.

If you are seeking financial assistance from ABC, you are encouraged to speak with a Regional Development Officer in your area before you begin the application process to ensure you have the latest information. The Atlantic regional office is:

Aboriginal Business Canada  
CIBC Building  
1809 Barrington Street, Suite 500  
Halifax NS B3J 3K7  
Ph: (902) 426-2018  
Fx: (902) 426-1643  
[www.ainc-inac.gc.ca/ecd/ab/abc/index-eng.asp](http://www.ainc-inac.gc.ca/ecd/ab/abc/index-eng.asp)

#### A.1.2 Atlantic Canada Opportunities Agency

Atlantic Canada Opportunities Agency (ACOA) is a federal government agency whose goal is to improve the economy of Atlantic Canadian communities through the successful development of business and job opportunities. ACOA can also provide documentation and assistance with the development of your business and marketing plans. ACOA has multiple offices across Atlantic Canada. Its main contact information is:

ACOA Head Office  
Blue Cross Centre, 3rd Floor  
644 Main Street, P.O. Box 6051  
Moncton, NB E1C 9J8 (Courier Address: E1C 1E2)  
Ph: (506) 851-2271 (General Enquiries); 1-800-561-7862 (Toll Free In Canada and the USA)  
Fx: (506) 851-7403; (506) 857-1301 (Secure Facsimile)  
[www.acoa-apeca.gc.ca](http://www.acoa-apeca.gc.ca)

### **A.1.3 Business Development Bank of Canada**

The Business Development Bank of Canada (BDC) promotes entrepreneurship by providing highly tailored financing, venture capital and consulting services to entrepreneurs. Owned by the Government of Canada, BDC has been serving Canadian entrepreneurs for more than 65 years. As a complementary lender, BDC offers loans and investments that supplement services available from commercial financial institutions. BDC puts a special focus on small to medium enterprises (SMEs) in sectors such as manufacturing, exporting, innovation and knowledge-based industries and pays particular attention to start-ups, innovators, fast growth companies, manufacturers and exporters. BDC also focuses on entrepreneurs who are working to commercialize research and development (R & D) to create innovative products and globally successful companies.

BDC's Aboriginal Banking Department was created in 1996. It offers customized, long-term and flexible solutions specially designed for Aboriginal entrepreneurs. Beyond its conventional lending to Aboriginal businesses, BDC is involved in a number of Aboriginal activities and initiatives, including and Aboriginal Business Development Fund (ABDF), peer lending, and Growth Capital for Aboriginal Business (GCAB). More information about BDC's Aboriginal banking can be found at:  
[http://www.bdc.ca/EN/i\\_am/aboriginal\\_entrepreneur/Pages/aboriginal\\_banking.aspx](http://www.bdc.ca/EN/i_am/aboriginal_entrepreneur/Pages/aboriginal_banking.aspx).

BDC has over 100 offices across the country. Its head office is located at:

Business Development Bank of Canada  
5 Place Ville Marie, Suite 400  
Montréal, QCH3B 5E7  
Ph: 1 877 BDC-BANX (232-2269)  
Fx: 1 877 329-9232  
[www.bdc.ca](http://www.bdc.ca)

For the BDC office nearest you, please refer to the BDC website at: [www.bdc.ca](http://www.bdc.ca).

### **A.1.4 Canada Business (Aboriginal Business Development Fund (Ulnooweg Loan))**

Ulnooweg Development Group Inc. administers the Aboriginal Business Development Fund loan on behalf of the Atlantic Canada Opportunities Agency. A commercial accounts manager will also work with you and help you to find other business services for Aboriginal entrepreneurs. Information about the loan can be found at:

<http://www.canadabusiness.ca/eng/summary/1228/> and <http://www.ulnooweg.ca/loans.php>.

Canada Business also has information on government grants, loans and financing and permits and licenses. More information can be found at: [www.canadabusiness.ca](http://www.canadabusiness.ca).

### **A.1.5 Canadian Heritage**

Canadian Heritage is responsible for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians. For most programs, contact the nearest regional or district office of the department. There are programs available that focus on Aboriginal and multicultural communities, arts and culture, sport, heritage, official languages, our digital future, youth and more. Financial support for these programs includes grants and contributions, bursaries, tax credits and other means. For more information, contact:

Canadian Heritage  
1045 Main Street  
Moncton, NB E1C 1H1  
Ph: (506) 851-7066; 1-866-811-0055  
Fx: (506) 851-7079  
[www.canadianheritage.gc.ca](http://www.canadianheritage.gc.ca)

District offices can also be found in Halifax, Charlottetown, and St. John's.

### **A.1.6 Environment Canada**

Environment Canada's mandate is to protect the environment, conserve the country's natural heritage and provide weather and environmental predictions to keep Canadians informed and safe. It offers a range of funding programs to support the protection of species at risk and promote sustainability. Additional information about Environment Canada's funding programs can be found at:

Environment Canada – Atlantic Region  
45 Alderney Drive  
Dartmouth, Nova Scotia B2Y 2N6  
Ph: (902) 426-7231  
Fx: (902) 426-6348

<http://www.ec.gc.ca/pace-cape/default.asp?lang=En&n=1C1BEFF3-1>

### **A.1.7 Fisheries and Oceans Canada**

Fisheries and Oceans Canada delivers programs and services that support sustainable use and development of Canada's waterways and aquatic resources. The department maintains an Aboriginal fishing policy and is charged with facilitating Aboriginal participation in fisheries and aquaculture and associated economic opportunities, and in the management of aquatic resources.

Fisheries and Oceans Canada delivers a number of programs in support of these objectives. One such program is the Atlantic Integrated Commercial Fisheries Initiative (AICFI) assists in providing the 34 Mi'kmaq and Maliseet First Nations affected by the Marshall decision with the means to develop commercial fisheries enterprise governance and business management skills, build capacity in commercial fisheries operations, and have a more effective voice in fisheries co-management. Another program administered by Fisheries and Oceans Canada is the Atlantic Commercial Fisheries Diversification Initiative (ACFDI). ACFDI assists eligible Mi'kmaq and Maliseet First Nations and their commercial fishing enterprises that meet the prerequisites and apply for capacity building support. Eligible projects under ACFDI include fish-buying, packaging, processing and marketing, commercial fisheries related services, aquaculture and related activities, and fisheries-related tourism.

More information about Fisheries and Oceans Canada may be found at:

Fisheries and Oceans Canada  
P.O. Box 1035  
Dartmouth, NS B2Y 4T3  
Ph: (902) 426-3550  
Fx: (902) 426-5995  
[www.dfo-mpo.gc.ca/index-eng.htm](http://www.dfo-mpo.gc.ca/index-eng.htm)

Information about ACFDI can be accessed at:

Kevin Fram, ACFDI Authority  
Atlantic Commercial Fisheries Diversification Initiative  
Ecosystems and Fisheries Management  
Fisheries and Oceans Canada  
200 Kent Street  
Ottawa, ON K1A 0E6

kevin.fram@dfo-mpo.gc.ca

[www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aicfi-ipcica/index-eng.htm](http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aicfi-ipcica/index-eng.htm)

### **A.1.8 Human Resources and Skills Development Canada**

Human Resources and Skills Development Canada (HRSDC) is a department of the Government of Canada. HRSDC's mission is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life. As part of its mandates, HRSDC offers several employment programs and support initiatives that may include funding support, such as Youth Eco Internship Programs, Youth Employment Services, and employment programs. More information about HRSDC, their programs, and program contacts can be found at: [www.hrsdc.gc.ca:80/eng/home.shtml](http://www.hrsdc.gc.ca:80/eng/home.shtml).

### **A.1.9 Indian and Northern Affairs Canada**

INAC is one of the federal government departments responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis, and for fulfilling the federal government's constitutional responsibilities in the north. INAC offers a range of funding programs, including the Community Economic Development Program (CEDP). The CEDP provides core financial support for First Nation and Inuit communities for public services in economic development and the Community Economic Opportunities Program provides project-based support to those First Nation and Inuit communities that have the best opportunities for public services in economic development. More information about INAC and its programs can be found at:

Indian and Northern Affairs Canada - Atlantic Region

P.O. Box 160

40 Havelock Street

Amherst, NS B4H 3Z3

Ph: (902) 661-6200; 1-800-567-9604

Fx: (902) 661-6237

[www.ainc-inac.gc.ca](http://www.ainc-inac.gc.ca)

### **A.1.10 Parks Canada**

Park Canada's mandate is to protect and present nationally significant examples of Canada's natural and cultural heritage and foster public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations. More information about Parks Canada and its programs can be found at:

Parks Canada - Atlantic Service Centre  
Historic Properties; Upper Water Street  
Halifax, NS B3J 1S9  
Ph: (902) 426-6115  
Fx: (902) 426-7012  
[www.pc.gc.ca](http://www.pc.gc.ca)

## **A.2 Newfoundland and Labrador Government Funding Sources**

### **A.2.1 Department of Environment and Conservation**

The Department of Environment and Conservation is responsible for the protection and enhancement of the environment, management of the province's wildlife, inland fish, water, parks, and Crown land resources. The department is also leading government's response to climate change and the sustainable development initiatives. Branches include the Natural Heritage Branch, the Lands Branch, and the Environment Branch. Additional information may be found at:

Department of Environment and Conservation, Government of Newfoundland and Labrador  
4th Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6  
Ph: (709) 729-2664  
Fx: (709) 729-6639  
[www.env.gov.nl.ca/env/index.html](http://www.env.gov.nl.ca/env/index.html)

### **A.2.2 Department of Fisheries and Aquaculture**

The Department of Fisheries and Aquaculture fosters the development of the province's fishing and aquaculture industries. In 2007, the department launched a suite of programs under the Fishing Industry Renewal strategy (see: [www.fishaq.gov.nl.ca/industry\\_renewal/index.html](http://www.fishaq.gov.nl.ca/industry_renewal/index.html)) intended to revitalize the fishing industry. The province also contributes to the expansion and sustainable management of the growing aquaculture industry through the development of extension services, infrastructure, and investment incentives (see: [www.fishaq.gov.nl.ca/aquaculture/index.html](http://www.fishaq.gov.nl.ca/aquaculture/index.html)). Additional information may be located at:

Department of Fisheries and Aquaculture, Government of Newfoundland and Labrador  
P.O. Box 8700  
St. John's, NL A1B 4J6  
Ph: (709) 729-3723

Department of Fisheries and Aquaculture, Government of Newfoundland and Labrador  
(Aquaculture)  
58 Hardy Avenue  
P.O. Box 679  
Grand Falls-Windsor, NL A2A 2K2  
Ph: (709) 292-4100  
Fx: (709) 292-4113

Department of Fisheries and Aquaculture, Government of Newfoundland and Labrador  
(Fisheries)  
Petten Building, 30 Strawberry Marsh Road  
P.O. Box 8700  
St. John's, NL A1B 4J6  
Ph: (709) 729-3723  
Fx: (709) 729-6082

[www.fishaq.gov.nl.ca/index.html](http://www.fishaq.gov.nl.ca/index.html)

### **A.2.3 Department of Innovation, Trade and Rural Development**

The Government of Newfoundland and Labrador Department of Innovation, Trade and Rural Development offers a number of funding programs to assist entrepreneurs. Financial assistance includes a Business Networks Program, Business Retention and Expansion, Commercialization Program, Fisheries Loan Guarantee Program, Business and Market Development, Small and Medium-sized Enterprise Fund, and a Supplier Development Program. More information can be found at:

Innovation, Trade and Rural Development  
P.O. Box 8700  
West Block, Confederation Building  
St. John's, NL A1B 4J6  
Ph: (709) 729-7000  
Fx: (709) 729-0654  
[www.intrd.gov.nl.ca/intrd/index.html](http://www.intrd.gov.nl.ca/intrd/index.html)

### **A.2.4 Department of Labrador and Aboriginal Affairs**

The Department of Labrador and Aboriginal Affairs advocates for the progression of the social and economic development of Labrador and supports the negotiation and

implementation of agreements with Aboriginal groups/governments throughout the province. More information about Aboriginal Affairs may be located at:

Aboriginal Affairs, Department of Labrador and Aboriginal Affairs  
P.O. Box 8700  
4th Floor, West Block  
Confederation Building  
St. John's, NL A1B 4J6  
Ph: (709) 729-4776; 1-877-788-8822  
Fx: (709) 729-4900  
[www.laa.gov.nl.ca/laa/](http://www.laa.gov.nl.ca/laa/)

### **A.2.5 Department of Tourism, Culture and Recreation**

The mandate of the Department of Tourism, Culture and Recreation is to support the development of sustainable economic growth in the tourism and cultural industries, support the arts and foster creativity, preserve the province's cultural heritage and historic resources and recognize their importance; and promote participation in recreation and sport and support sport development.

The Tourism Branch works with entrepreneurs and industry partners to market Newfoundland and Labrador as a top-of-mind travel destination and works with the tourism industry to develop high-quality, competitive products, facilities and services and a professional tourism industry. More information about the Tourism Branch's offerings is at: [www.tcr.gov.nl.ca/tcr/tourism/index.html](http://www.tcr.gov.nl.ca/tcr/tourism/index.html).

Also responsible for heritage, the department aims to increase the sustainability of museums, archives and other heritage organizations by supporting best practices and encouraging economic development. The department also works with sector associations to enhance the preservation and interpretation of our heritage resources for generations to come. More information about the department's heritage programs can be accessed at: <http://www.tcr.gov.nl.ca/tcr/heritage/index.html>.

Additional information about the department is at:

Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador  
2nd Floor, West Block  
Confederation Building  
P.O. Box 8700  
St. John's, NL A1B 4J6  
Ph: (709) 729-0862  
Fx: (709) 729-0870  
[www.tcr.gov.nl.ca/tcr/](http://www.tcr.gov.nl.ca/tcr/)

## **A.3 New Brunswick Government Funding Sources**

### **A.3.1 Aboriginal Affairs Secretariat**

The Aboriginal Affairs Secretariat (AAS) works in collaboration with provincial departments to enhance the provincial government relationship with First Nations and Aboriginal organizations in New Brunswick. This work encompasses a broad range of activities including: coordinating and contributing to the development of policies and initiatives relating to Aboriginal people; facilitating dialogue between Aboriginal representatives and the government both through consultations with the Minister and by establishing linkages with provincial departments; participating in, or contributing to, intergovernmental processes on Aboriginal matters; providing information and advice on programs, services and opportunities for co-operative action to provincial departments, First Nation communities and Aboriginal organizations, and; carrying out a range of cross-cultural awareness and public information activities.

The Aboriginal Affairs Secretariat's Grants Program funds small-scale, non-profit projects/initiatives of a social, cultural, and educational nature. AAS provides small grants to individuals, First Nation communities, and Aboriginal Organizations for a variety of events, projects and initiatives to help improve the government's relationship with First Nation communities and Aboriginal organizations. AAS may be contacted at:

Aboriginal Affairs Secretariat

Kings Place, P. O. Box 6000

Fredericton, NB E3B 5H1

Ph: (506) 462-5177 (General Information); (506) 462-5177 (Reception)

Fx : (506) 444-5142

[http://www2.gnb.ca/content/gnb/en/departments/aboriginal\\_affairs.html](http://www2.gnb.ca/content/gnb/en/departments/aboriginal_affairs.html)

### **A.3.2 Agriculture, Aquaculture and Fisheries**

The fisheries division of Agriculture, Aquaculture and Fisheries delivers public policies and programs to optimize the value of aquatic resources while strategically promoting sustainable growth of the fish and seafood industry. The aquaculture division aims to foster the continued development of the aquaculture industries in the province. The areas of responsibility of the aquaculture division include finfish, shellfish and aquatic plant aquaculture development. Information about the department and its offerings may be found at:

Agricultural Research Station (Experimental Farm)  
850 Lincoln Road  
Fredericton, NB E3B 9H8

Mailing Address:  
P.O. Box 6000  
Fredericton, NB E3B 5H1

Ph: (506) 453-2666  
Fx : (506) 453-7170  
[www.gnb.ca/agriculture](http://www.gnb.ca/agriculture)  
[www.gnb.ca/9999/index-e.asp](http://www.gnb.ca/9999/index-e.asp)

### **A.3.3 Business New Brunswick Business Financial Support and Corporate Services (Division)**

Business New Brunswick drives New Brunswick's economic development strategy through three key priorities: aggressive investment attraction that New Brunswick is the place to be in business, focusing on knowledge-based industries, value-added natural resources, bio-technologies and advanced manufacturing, business retention and expansion to help traditional resource and manufacturing industries be more profitable by targeting emerging markets and improving energy efficiency and productivity, and cluster development that builds on our existing research communities and resource-based industries to create business clusters that focus on advanced learning, biosciences, health, energy, aerospace and defence and advanced manufacturing. The Business Financial Support and Corporate Services (Division) helps companies be more successful by offering financial assistance and capital investment to new and existing entrepreneurs that want to grow and create sustainable employment in New Brunswick. For more information, contact:

Business New Brunswick Business Financial  
Support and Corporate Services (Division) (Government of New Brunswick)  
Centennial Building  
P. O. Box 6000  
Fredericton, NB E3B 5H1  
Ph: (506) 453-2794 (General Information); (506) 453-2794 (Reception)  
Fx: (506) 444-4277  
[www.gnb.ca/0398](http://www.gnb.ca/0398)

### **A.3.4 Efficiency New Brunswick**

Efficiency NB has programs to help businesses save money and realize the benefits of energy saving measures. Financial incentives are available to help businesses retrofit existing commercial building to its maximum energy efficiency potential. Likewise,

Efficiency NB offers new construction programs to provide financial incentives to offset the costs associated with designing sustainable high efficiency buildings. Such programs include the Energy Smart Commercial Buildings Retrofit Program that provides financial incentives of up to \$3,000 towards an evaluation to determine the potential for energy efficiency upgrades and a maximum of \$50,000 towards the energy retrofitting project costs and the Start Smart New Commercial Buildings Incentive Program, which provides financial incentives of up to \$60,000 to offset the costs associated with designing sustainable high efficiency buildings. More information about Efficiency NB programs can be accessed at:

Efficiency NB  
35 Charlotte St., Suite 101  
Saint John, NB E2L 2H3  
Ph: (506) 643-7826; 1-866-643-8833  
Fx: (506) 643-7835  
[www.energycnb.ca](http://www.energycnb.ca)

### **A.3.5 Environment**

The Government of New Brunswick's Department of the Environment provides integrated stewardship through planning and management of land use, zoning development and waste management issues. It ensures effective enforcement of, and compliance with, environmental legislation and regulations and provides effective consultation and liaison with municipal governments and Local Service Districts (LSD's) on governance issues. More information can be found at:

Environment, Government of New Brunswick  
Marysville Place  
20 McGloin Street  
Fredericton, NB E3A 5T8

Mailing Address:  
Marysville Place  
P.O. Box 6000  
Fredericton, NB E3B 5H1

Ph: (506) 453-2690  
Fx : (506) 457-4991  
[www.gnb.ca/0009/index-e.asp](http://www.gnb.ca/0009/index-e.asp)

### **A.3.6 Regional Development Corporation**

The Regional Development Corporation is the provincial Crown Corporation that plans, coordinates and implements regional and economic development initiatives for the Province of New Brunswick. The Regional Development Corporation administers a number of funding programs, including the Family and Youth Capital Assistance Program, Community Events Program, Northern Economic Development Fund, and the Northern New Brunswick Infrastructure Initiative.

Regional Development Corporation  
836 Churchill Row  
Fredericton, NB E3B 1P9

Mailing Address:  
PO Box 428  
Fredericton, NB E3B 5R4

Ph: (506) 453-2277  
Fx: (506) 453-7988  
[www.gnb.ca/rdc](http://www.gnb.ca/rdc)

### **A.3.7 Tourism and Parks**

The mandate of Tourism and Parks is to increase the profile and performance of the tourism industry in New Brunswick and to ensure that provincial parks are an integral part of this effort. Information about program offerings and services may be accessed at:

Tourism and Parks, Government of New Brunswick  
Centennial Building  
670 King Street  
Fredericton, NB E3B 1G1

Mailing Address:  
Centennial Building  
P. O. Box 6000  
Fredericton, NB E3B 5H1

Ph: (506) 444-5205  
Fx : (506) 457-4984  
[www.gnb.ca/0397/index-e.asp](http://www.gnb.ca/0397/index-e.asp)

## **A.4 Nova Scotia Government Funding Sources**

### **A.4.1 Business Energy Rebates**

The Business Energy Rebates program allows companies to find cost-effective ways to reduce electricity use at your business and save you money. Financial rebates are available for eligible products in the following categories: lighting, motors & variable speed drives, refrigeration, compressed air equipment and commercial Central Heating & Cooling (HVAC) products. More information can be found at [www.energycyns.ca/for\\_businesses/energy\\_savings\\_programs/business\\_energy\\_rebates/](http://www.energycyns.ca/for_businesses/energy_savings_programs/business_energy_rebates/) or by calling 1-800-428-NSPI (6774).

#### **A.4.2 Community, Culture and Heritage**

The Department of Communities, Culture and Heritage aims to promote, develop and preserve Nova Scotia's tourism, culture and heritage resources for the lasting social and economic benefit of Nova Scotians.

This Culture Division's mission is to develop and promote cultural resources and artistic expression, in partnership with and for Nova Scotians. The Culture Division provides annual assistance and services to the culture sector.

The Heritage Division serves the citizens of the province by protecting, by enhancing, and by celebrating its valuable heritage in a way that enriches the lives of those touched by it.

The Tourism Division offers a number of funding opportunities, such as the Tourism Marketing Partnerships Program that provides cooperative marketing assistance for promotional initiatives that clearly support the implementation of the Nova Scotia strategic tourism priorities, and the Tour Operator Partnership Program that provides opportunities to partner in the marketing of packaged products in Nova Scotia's key markets. For more information, contact:

Nova Scotia Department of Communities, Culture and Heritage  
World Trade Centre, 6th Floor  
P.O. Box 456, 1800 Argyle Street  
Halifax, NS B3J 2R5  
Ph: (902) 424-5000 (general inquiries)  
[www.gov.ns.ca/tch/default.asp](http://www.gov.ns.ca/tch/default.asp)

Culture Division  
1800 Argyle Street, Suite 601  
P.O. Box 456  
Halifax, NS B3J 2R5  
Ph: (902) 424-4510  
Fx: (902) 424-0710

Heritage Division  
1747 Summer Street  
Halifax, NS B3H 3A6  
Ph: (902) 424-7344  
Fx: (902) 424-0560  
<http://novascotiaheritage.ca/en/home/default.aspx>

Tourism Division  
1800 Argyle Street, Suite 602 and 603  
Halifax, NS B3J 2R5  
Ph: (902) 424-5000  
Fx: (902) 424-0629 (Tourism) OR (902) 424-2668 (Marketing)

### **A.4.3 Economic and Rural Development and Tourism**

Economic and Rural Development and Tourism provides a variety of financial assistance information through its government programs. Financial programs include the Nova Scotia Strategic Opportunities Fund Inc. and the Community Economic Development Investment Funds among others. The Nova Scotia Business Idea Explorer program is a business resource for entrepreneurs with start-up basics and market information. This program offers helpful advice on fifty different kinds of businesses. In partnership with Credit Unions throughout the province, the Small Business Financing program offers loans up to \$150,000 to small businesses. The province guarantees up to 75% of the loan, with the Credit Unions responsible for the remaining 25%. More information can be found at:

Economic and Rural Development  
Centennial Building  
1660 Hollis St., Suite 600  
Halifax, NS B3J 1V7

Mailing Address  
P.O. Box 2311  
Halifax, NS B3J 3C8

Ph: (902) 424-0377  
Fx: (902) 424-0500  
[www.gov.ns.ca/econ](http://www.gov.ns.ca/econ)

### **A.4.4 Environment**

Nova Scotia Environment focuses on climate change, protecting the environment and advancing the Province of Nova Scotia's environmental goals. More information can be accessed at:

Nova Scotia Environment  
P.O. Box 442  
5151 Terminal Road  
Halifax, NS B3J 2P8  
Ph: (902) 424-3600  
Fx: (902) 424-0503  
[www.gov.ns.ca/nse/](http://www.gov.ns.ca/nse/)

#### **A.4.5 Fisheries and Aquaculture**

The mission of Fisheries and Aquaculture is to foster prosperous and sustainable fisheries, aquaculture and food industries through the delivery of quality public services for the betterment of coastal communities and of all Nova Scotians. The department offers a number of fisheries programs, including commercial/marine fisheries programs, aquaculture programs, and sportsfishing programs. More details can be found at:

Nova Scotia Department of Fisheries and Aquaculture  
1741 Brunswick Street  
3rd floor, Halifax, NS B3J 3X8

Mailing Address:  
P.O. Box 2223  
Halifax, NS B3J 3C4

Ph: (902) 424-4560  
Fx: (902) 424-4671  
[www.gov.ns.ca/fish/](http://www.gov.ns.ca/fish/)

#### **A.4.6 Office of Aboriginal Affairs**

The Office of Aboriginal Affairs is responsible for coordinating the Government of Nova Scotia's approach to Aboriginal issues. The majority of the Office's work is conducted through the Mi'kmaq-Nova Scotia-Canada Tripartite Forum and the Made-in-Nova Scotia Process. The Tripartite Forum is a partnership of the three governments and targets collaborative action on social and economic issues. The Made-in-Nova Scotia Process is focused on resolving issues related to Aboriginal and treaty rights in Nova Scotia. The Office is also responsible for coordinating the provincial government's approach to consultation with the Mi'kmaq of Nova Scotia on matters that may impact their rights. In addition, the Office has a mandate to increase public awareness and understanding of Aboriginal issues. We do this through the development of resources for

the general public, schools and targeted audiences. More information may be found at:

Office of Aboriginal Affairs  
Suite 910-Centennial Building  
1660 Hollis Street  
P.O. Box 1617  
Halifax, NS B3J 2Y3  
Phone: 902-424-7409  
Fax: 902-424-4225  
[www.gov.ns.ca/abor/](http://www.gov.ns.ca/abor/)

## **A.5 Prince Edward Island Government Funding Sources**

### **A.5.1 Aboriginal Affairs Secretariat**

The Aboriginal Affairs Secretariat is a division of the Government of Prince Edward Island's Department of Health and Wellness. In addition to offering a central point of contact for First Nations and Aboriginal organizations, the secretariat provides a means by which to promote inter-ministerial communication and cooperation on governmental matters related to Aboriginal Affairs.

The main responsibility of the secretariat is to provide centralized coordination and management of Aboriginal Affairs for the Government of Prince Edward Island. This includes the development of strategic policy, priority planning, discussions and negotiations with the Government of Canada and organizations representing the Mi'kmaq and other Aboriginal people, and the management of federal-provincial agreements. A fundamental responsibility of the secretariat is the development and maintenance of strong relationships with the Mi'kmaq and other Aboriginal people and organizations. Additional information about the secretariat is at:

Aboriginal Affairs Secretariat, PEI Department of Health and Wellness  
P.O. Box 2000  
105 Rochford Street, 4th Floor Shaw Building North  
Charlottetown, PE C1A 7N8  
Ph: (902) 368-5378  
Fx: (902) 368-4224  
[www.gov.pe.ca/aboriginalaffairs/index.php?number=1030352&lang=E](http://www.gov.pe.ca/aboriginalaffairs/index.php?number=1030352&lang=E)

### **A.5.2 Department of Environment, Energy and Forestry**

The Department of Environment, Energy and Forestry aims to establish standards, to ensure compliance for the protection of natural environment, to encourage development of energy from sustainable local resources and to lead by example on

environmental issues. The Department of Environment, Energy and Forestry offers information on the environmental assets of Prince Edward Island, on the province's natural resources and on the development of energy opportunities using the Island's own resources.

Department of Environment, Energy and Forestry  
Fourth Floor, Jones Building  
11 Kent Street,  
P.O. Box 2000,  
Charlottetown, PEI C1A 7N8  
Ph: (902) 368-5000  
Fx: (902) 368-5830  
[www.gov.pe.ca/eef/index.php3](http://www.gov.pe.ca/eef/index.php3)

### **A.5.3 Department of Fisheries, Aquaculture and Rural Development**

The mandate of the Department of Fisheries, Aquaculture and Rural Development is to contribute to the growth of sustainable, prosperous fishing, aquaculture and seafood processing enterprises and to provide policy leadership in developing new approaches to rural community development, service delivery and employment programs, the majority of which are rural based. Information about the department and its programs may be found at:

Department of Fisheries, Aquaculture and Rural Development  
P.O. Box 1180  
548 Main Street  
Montague, PE C0A 1R0  
Ph: (902) 838-0910; 1-877-407-0187  
Fx: (902) 838-0975  
[www.gov.pe.ca/fard/](http://www.gov.pe.ca/fard/)

### **A.5.4 Department of Tourism and Culture**

The Department of Tourism and Culture's mandate is to promote continued growth in the tourism sector, aggressively market PEI as a premier destination, proactively facilitate product and plant development, aggressively promote special events, provide continued emphasis on customer service, manage provincial infrastructure projects, such as golf courses and parks, and facilitate community development through tourism. Several programs operate under this department, including the Museum and Heritage Foundation, Community Cultural Partnership Program, etc. More information about programs and services may be accessed at:

Department of Tourism and Culture

P.O. Box 2000  
Charlottetown, PE C1A 7N8  
Ph: (902) 368-4801  
Fx: (902) 368-5277  
[www.gov.pe.ca/tourism/index.php3](http://www.gov.pe.ca/tourism/index.php3)

### **A.5.5 Innovation PEI**

Innovation PEI is a provincial Crown corporation that is focused on advancing economic development in Prince Edward Island by investing in people, innovation, and infrastructure. Through the Island Prosperity Strategy, Innovation PEI is targeting key sectors that have displayed a high potential for economic growth within the province. These sectors include bioscience (including agriculture and fisheries), information technology, renewable energy and aerospace. Innovation PEI has several divisions, some of which include: (1) business development, which is responsible for the coordination and delivery of information and assistance to new and existing local businesses in Prince Edward Island. The division provides counseling, financial assistance, business guidance, entrepreneur education and management development to assist businesses with start up, expansion and diversification. (2) trade and marketing, which aims to increase revenues generated from export sales and to assist PEI companies in becoming export ready. The division provides training, support for market entry activities and market-specific information; (3) lending services, which provides financing, strategic investments and loan guarantees in support of PEI businesses to create, maintain or expand business opportunities that will result in wealth and job creation for the province, and; (4) prospecting and innovation programs that attract outside investment to establish business operations in PEI. More information can be found at:

Innovation PEI  
94 Euston Street  
Charlottetown, PE C1A 1W4

Mailing Address:  
Innovation PEI  
P.O. Box 910  
Charlottetown, PE C1A 7L9

Ph: (902) 368-6300; 1-800-563-3734 (toll-free in North America)  
Fx: (902)368-6301  
[www.innovationpei.com](http://www.innovationpei.com)

### **A.5.6 Office of Energy Efficiency**

The Business Energy Savings Program of the PEI Office of Energy Efficiency (Department of Environment, Energy and Forestry) is designed to help small and medium-sized businesses reduce energy consumption. Business can participate in a lighting retrofit program to help switch to high-performance lighting, acquire information on how to reduce energy consumption and access programs and financing available to assist businesses with energy upgrades. More information can be accessed at:

PEI Office of Energy Efficiency  
4th Floor Jones Building  
P.O. Box 2000  
Charlottetown, PE C1A 7N8  
Ph: (902) 620-3690; 1-877-734-6336  
Fx: (902) 620-3796  
[www.gov.pe.ca/oe](http://www.gov.pe.ca/oe)

## **A.6 Quebec Government Funding Sources**

### **A.6.1 Institut de tourisme et d'hôtellerie du Québec**

The Institut de tourisme et d'hôtellerie du Québec is a government agency that concentrates on training and research in the hotel, tourism and food service industries. The Institut offers a range of programs, including Advanced Studies in International Hotel Management, Wine and Spirit certificate, Tourism Management, and a range of culinary programs and courses. More information about the Institut can be found at:

Institut de tourisme et d'hôtellerie du Québec  
3535, rue Saint-Denis  
Montréal, QC H2X 3P1  
Ph: (514) 282-5108; 1 800 361-5111  
[www.ithq.qc.ca/fr/index.php](http://www.ithq.qc.ca/fr/index.php)

### **A.6.2 Ministère de l'Agriculture, des Pêcheries et de l'Alimentation**

The mission of the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation is to influence and support the development of the biofood industry in Quebec in a sustainable way. Under this umbrella, the Direction générale des pêches et de l'aquaculture commerciales works on general fishing and aquaculture issues within the maritime regions and provincial waters, supports fishery adaptation and development, and ensures the quality of commercial aquatic products. It also works to improve the industry in general and create a favourable environment for the development of the fishery sector. Direction générale des pêches et de l'aquaculture commerciales offers a range of funding programs, including support to young fishermen to develop their fishing enterprise, funding to support the development of commercial aquaculture

programs, and financing for commercial fishing enterprises. More information can be found at:

Ministère de l'Agriculture, des Pêcheries et de l'Alimentation  
200, chemin Sainte-Foy  
Québec, QC G1R 4X6  
Ph: (418) 380-2110; 1-888-222- 6272  
[www.mapaq.gouv.qc.ca/fr/Pages/Accueil.aspx](http://www.mapaq.gouv.qc.ca/fr/Pages/Accueil.aspx)

### **A.6.3 Ministère du Développement économique, de l'Innovation et de l'Exportation**

The Ministère du Développement économique, de l'Innovation et de l'Exportation aims to support economic development, innovation export trade, and research. It coordinates and encourages cooperation among various players in the economic, scientific, social and cultural sectors to promote job creation, economic prosperity, scientific development and sustainable development. More information can be found at:

Bureaux du Ministère à Québec  
710, place D'Youville, 3e étage  
Québec, QC G1R 4Y4  
Ph: (418) 691-5950; 1-866-680-1884  
Fx: (418) 644-0118

Bureaux du Ministère à Montréal  
380, rue Saint-Antoine Ouest, 5e étage  
Montréal, QC H2Y 3X7  
Ph: (514) 499-2199; 1-866-680-1884

[www.mdeie.gouv.qc.ca/accueil/](http://www.mdeie.gouv.qc.ca/accueil/)

### **A.6.5 Secrétariat aux affaires autochtones**

The Secrétariat aux affaires autochtones is the primary agency responsible for ensuring communication and contact between Native peoples and the government of Québec. The Secrétariat offers a range of funding programs, including the Aboriginal Initiatives Fund, and the Aboriginal Development Fund. More information can be found at:

Secrétariat aux affaires autochtones  
905, avenue Honoré-Mercier  
Québec, QC G1R 5M6  
Ph: (418) 643-3166

Fx: (418) 646-4918

[www.autochtones.gouv.qc.ca/index\\_en.asp](http://www.autochtones.gouv.qc.ca/index_en.asp)

## **A.7 Non-Governmental Funding Sources**

### **A.7.1 Canadian Executive Service Organization**

CESO Aboriginal Services provides four main services: business support, general administration and organizational development, community economic development, planning, and resource management, and governance leadership workshops.

In Atlantic Canada, the Canadian Executive Services Organization (CESO) delivers the Aboriginal Works Program, a workshop series that empowers Aboriginal people by building on their management and interpersonal skills. The workshops were designed to increase participation in business, community and economic matters. The series includes communication skills, office management, project management and credit management. Each six-hour session, facilitated by CESO volunteers, offers practical instruction that encourages participant involvement and peer learning. The workshops were developed for entry- to mid-level managers; however, the program is valuable to those who want a skills refresher, new managers, students or any interested community members. The Aboriginal Works Program supports members of the community to become more independent and improve their work environments through professional development. For more information about CESO, contact:

CESO

700 Bay Street, Suite 800, Box 328

Toronto, ON M5G 1Z6

Ph: (416) 961-2376; 1-800-268-9052

Fx: (416) 961-1096

Atlantic Office

Ph: 1-877-795-4876

[atlantic@ceso-saco.com](mailto:atlantic@ceso-saco.com)

[www.ceso-saco.com](http://www.ceso-saco.com)

### **A.7.2 Community Business Development Corporations**

Community Business Development Corporations (CBDCs) are a network of autonomous, not-for-profit organizations that work with all levels of government and the private sector to meet the needs of small business. In rural Atlantic Canada, there are 41 Corporations dedicated to the development of small business and job creation through business financing, counseling and advisory services. CBDCs assist in the creation of small businesses and in the expansion and modernization of existing

businesses by providing financial and technical services to entrepreneurs. Financial assistance to a maximum of \$150,000 is available in the forms of loans, loan guarantees and equity financing to existing and aspiring entrepreneurs. Business counselling & advice is available to small businesses. Entrepreneurship development and training to individuals and small business owners/managers may also be available. Technical assistance usually takes the form of guidance and coaching, and sometimes advocating on behalf of clients to other lending establishments or regulatory agencies. For more information or to find the closest CBDC, go to: [www.cbdc.ca](http://www.cbdc.ca).

### **A.7.3 First Angel Network**

The First Angel Network Association (FAN) is a not-for-profit organization to bridge the gap between entrepreneurs and capital in Atlantic Canada through communication, education and networking. FAN is a member-based organization that offers a forum for Angel investors to increase their exposure to quality, pre-screened investment opportunities and expand their network of like-minded investors. Its goal is to sponsor the best companies that the Atlantic region has to offer. Although many may apply, only qualified companies that fit the First Angel Network investment criteria are presented to members. FAN can be reached at:

First Angel Network Association  
5162 Duke Street, Suite 402  
Halifax, NS B3J 1N7  
Ph: (902) 425-5162  
Fx: (902) 425-0354  
[www.firstangelnetwork.ca](http://www.firstangelnetwork.ca)

### **A.7.4 GrowthWorks**

Through regionally based retail venture capital funds (RVCs), GrowthWorks identifies, analyzes, and structures investments in companies with high growth potential. Particular emphasis is placed on the burgeoning Canadian information technology, life sciences, advanced manufacturing and cleantech sectors. GrowthWorks is currently the largest retail venture capital investor in Canadian “green technology” companies, and one of the largest managers of retail venture capital funds in Canada. GrowthWorks has assets under management of approximately \$545 million. GrowthWorks managed funds invest in small and medium-sized Canadian businesses with high growth potential that need equity financing to achieve success. In Atlantic Canada, contact GrowthWorks at:

GrowthWorks - Halifax  
1801 Hollis Street, Suite 310  
Halifax, NS B3J 3N4  
Ph: (902) 492-5164 or 1-800-251-5331

Fx: (902) 421-1808

GrowthWorks - Fredericton  
77 Westmorland Street  
Fredericton, NB E3B 6Z3  
Ph: (506) 444-0091  
Fx: (506) 444-0816  
[www.growthworks.ca](http://www.growthworks.ca)

### **A.7.5 Nova Scotia Business Inc.**

Nova Scotia Business Inc. (NSBI) is the first point of contact for local companies that want to grow in Nova Scotia, and for international companies that have heard about the province and want to know more. NSBI promotes the competitive advantages of doing business in Nova Scotia through its five business units: trade development, business advisory services, business financing, venture capital and investment attraction. NSBI's financial services offerings include loans, guarantees (such as term loans, bond requirements, performance contracts, and operating lines of credit), and payroll rebates. For more information, contact:

Nova Scotia Business Inc.  
World Trade & Convention Centre  
1800 Argyle Street, Suite 701  
P.O. Box 2374  
Halifax, NS B3J 3E4  
Ph: (902) 424-6650; 1-877-297-2124 (in Nova Scotia); 1-800-260-6682 (in North America)  
Fx: (902) 424-5739  
[www.novascotiabusiness.com/en/home/Grow/financialservices/default.aspx](http://www.novascotiabusiness.com/en/home/Grow/financialservices/default.aspx)

### **A.7.6 Small Business Finance Centre**

The Small Business Finance Centre site provides resource and support information on a range of financial assistance services, such as low- or no-interest loans, grants and subsidies, tax credits, and equity financing. This site also offers information on past grant and loan recipients. For more information, contact:

Small Business Finance Centre  
1-800-658-9792  
[www.grants-loans.org](http://www.grants-loans.org)

### **A.7.7 Ulnooweg Development Group**

Ulnooweg has been providing loans and business services to Aboriginal entrepreneurs in Atlantic Canada since 1986. With representatives in New Brunswick, Newfoundland &

Labrador and Nova Scotia, Ulnooweg offers convenient, personalized service to clients to help them succeed. Ulnooweg's lending services bring financial support for businesses who may not be eligible for loans through other lending institutions. Ulnooweg also offers a full set of business services along with its loans to ensure that Aboriginal business owners can run their businesses professionally and profitably, which benefits them and their communities. Ulnooweg has offices across Atlantic Canada. Its main contact information is:

Ulnooweg Development Group  
835 Willow St.  
Truro, NS, B2N 6N8

Mailing Address  
P.O. Box 1259  
Truro, NS, B2N 5N2

Ph: (902) 893-7379  
Fx: (902) 893-0353  
[www.ulnooweg.ca](http://www.ulnooweg.ca)

## APPENDIX B – ADDITIONAL RESOURCES

### B.1 Associations - Aboriginal

*Note that many Aboriginal tourism associations exist in the United States, New Zealand, and Australia and other countries with indigenous populations. While only Canadian Aboriginal associations are listed here, indigenous associations elsewhere may be considered a resource and should be investigated accordingly.*

Aboriginal Tourism Association of British Columbia  
Suite 600 - 100 Park Royal South  
West Vancouver, BC V7T 1A2  
Ph: (604) 921-1070; 1-877-266-2822

Fx: (604) 921-1072; 1-877-533-7773

[www.aboriginalbc.com](http://www.aboriginalbc.com)

The Aboriginal Tourism Association of British Columbia (ATBC) is a non-profit, membership-based organization that is committed to growing and promoting a sustainable, culturally rich Aboriginal tourism industry. Through training, information resources, networking opportunities and co-operative marketing programs, ATBC is a one-stop resource for First Nations entrepreneurs and communities in British Columbia who are operating or looking to start a tourism business. ATBC works closely with tourism, business, education and government organizations to help B.C.'s Aboriginal tourism businesses offer quality experiences and actively promotes these experiences to visitors and local residents.

Alberta Aboriginal Tourism

[www.albertaaboriginaltourism.com/](http://www.albertaaboriginaltourism.com/)

Albertaaboriginaltourism.com is a web portal for anyone looking for Aboriginal tourism experiences. The site includes experiences, events, stories, heritage, performer/artisans, and business listings.

Northern Ontario Native Tourism Association/Moccasin Trail Tours

430 Waterloo Street

Thunder Bay, ON P7E 6E4

Ph: (807) 623-0497; 1-866-844-0497

Fx: (807) 623-0498

[www.moccasintrailtours.com](http://www.moccasintrailtours.com)

Moccasin Trail Tours is a division of the Northern Ontario Native Tourism Association and offers tours and trips specializing in authentic Aboriginal cultural and eco-tourism in Northern Ontario.

Quebec Aboriginal Tourism Corporation

50, boul. Maurice-Bastien, suite 220

Wendake, QC G0A 4V0

Ph: (418) 843-5030; 1-877-698-STAQ (7827)

Fx: (418) 843-7164

[www.staq.net/vacances/accueilen.php](http://www.staq.net/vacances/accueilen.php)

The Quebec Aboriginal Tourism Corporation (STAQ), successor to the Société touristique Innu (STI), assists aboriginal tourism businesses in the development and promotion of their products. After taking over from STI in April 1999, STAQ has broadened its operations to cover not only the Atikamekw and Montagnais communities but all Quebec Amerindian and Inuit nations. In the spring of 2004, the general assembly decided to include the Innu of Labrador, at their request. STAQ is committed to building a brand image for Aboriginal tourism by offering

tools that are indispensable to the economic development of the industry. STAQ brings together Aboriginal tourism enterprises in order to provide them with a structure, to position them in the market, and to encourage product diversification and coherence. STAQ centralizes tourism activities and expertise for greater efficiency and professionalism and stands behind the quality and authenticity of accredited products.

## **B.2 Associations - General**

*Please note that many small towns, municipalities, and regions within each province also have tourism associations.*

Conseil québécois de l'industrie touristique  
225 boulevard Charest Est, bureau 108  
Québec, QC G1K 3G9  
Ph: (418) 682-3787  
Fx: (418) 522-6455  
[www.cqit.ca/index.php](http://www.cqit.ca/index.php)

Created in 2001, Le Conseil québécois de l'industrie touristique is a non-profit organization that promotes, represents, and advocates for the interests of tourist operators and sites in Québec.

Hospitality Newfoundland and Labrador  
71 Goldstone Street  
Suite 102  
St. John's, NL A1B 5C3  
Ph: 709-722-2000; 1-800-563-0700  
Fx: 709-722-8104

Labrador Regional Office  
118 Humphrey Road  
Labrador City, NL A2V 2J8  
Ph: (709) 944-4100

[www.hnl.ca](http://www.hnl.ca)

Hospitality Newfoundland and Labrador (HNL), established in 1983, is a non-profit membership association that leads, supports, represents and enhances the province's tourism industry. HNL is the largest industry association in the province with a membership of over 600 members. HNL is the voice of the provincial tourism industry and has successfully advocated on behalf of members and the entire tourism industry. Through a diverse network and communications effort, HNL informs members on industry issues and advocacy efforts, development opportunities, upcoming events, and other industry information.

Tourism Industry Association of Canada  
116 Lisgar Street, Suite 600  
Ottawa, ON K2P 0C2  
Ph: (613) 238-3883  
Fx: (613) 238-3878

[www.tiac-aitc.ca/](http://www.tiac-aitc.ca/)

The Tourism Industry Association of Canada is the voice of Canadian tourism. Founded in 1930 to encourage the development of tourism in Canada, TIAC serves today as the national private-sector advocate for this \$71.5 billion sector, representing the interests of the tourism business community nation-wide. Based in Ottawa, TIAC takes action on behalf of Canadian tourism businesses and promotes positive measures that help the industry grow and prosper. TIAC is responsible for representing tourism interests at the national level, and its advocacy work involves promoting and supporting policies, programs and activities that will benefit the sector's growth and development. TIAC's membership reflects partnerships among all sectors of the industry, and provincial, territorial and regional tourism associations, enabling the association to address the full range of issues facing Canadian tourism.

Tourism Industry Association of New Brunswick  
500 Beaverbrook Court  
4th Floor, Suite 440  
Fredericton, NB E3B 5X4P  
Ph: (506) 458-5646; (506) 668-5313  
Fx: (506) 459-3634  
[www.tianb.com/en/index.asp](http://www.tianb.com/en/index.asp)

The Tourism Industry Association of New Brunswick acts as the provincial tourism and hospitality organization of the province, existing to fulfill the needs of its membership, in cooperation with both private and public sector partners. As a representative and industry driven organization, the Association provides leadership and direction, aiming towards making tourism and hospitality the leading and most viably sustainable industry in New Brunswick.

Tourism Industry Association of Nova Scotia (TIANS)  
2089 Maitland Street  
Halifax, NS B3K 2Z8  
Ph: (902) 423-4480; 1-800-94-TIANS (1-800-948-4267)  
Fx: (902) 422-0184  
[www.tians.org](http://www.tians.org)

The mandate of the Tourism Industry Association of Nova Scotia (TIANS) is to lead, support, represent and enhance Nova Scotia's tourism industry. TIANS is the provincial advocate for the Nova Scotia tourism industry and strives to enhance the industry's competitiveness and prosperity through increased professionalism and product development. In accomplishing this goal, TIANS works closely with many partners, regional and sector associations and all levels of government.

Tourism Industry Association of Prince Edward Island  
25 Queen Street, 3rd Floor, P.O. Box 2050  
Charlottetown, PE, C1A 7N7  
Ph: (902) 566-5008; 1-866-566-5008  
Fx: (902) 368-3605; 1-877-368-3605  
[www.tiapei.pe.ca](http://www.tiapei.pe.ca)

The Tourism Industry Association of PEI (TIAPEI) is the voice of the PEI Tourism Industry. We advocate and promote the Tourism industry sector on behalf of our members and the entire tourism industry. The objectives of the Tourism Industry Association of PEI are to promote and advance the tourism industry in Prince Edward Island, to strive for continued development and improvement of the tourism facilities and services offered to the public, and to create a wider interest in the tourism industry among the general public in Prince Edward Island.

### **B.3 Government Tourism Departments**

Department of Tourism and Culture (Government of Prince Edward Island)

P.O. Box 2000

Charlottetown, PE C1A 7N8

Ph: (902) 368-4801

Fx: (902) 368-5277

[www.gov.pe.ca/tourism/index.php3](http://www.gov.pe.ca/tourism/index.php3)

The Tourism PEI mandate is to promote continued growth in the tourism sector, aggressively market PEI as a premier destination, proactively facilitate product and plant development, aggressively promote special events, provide continued emphasis on customer service, manage provincial infrastructure projects, such as golf courses and parks, and facilitate community development through tourism.

Department of Tourism, Culture and Recreation (Government of Newfoundland and Labrador)

2nd Floor, West Block

Confederation Building

P.O. Box 8700

St. John's, NL A1B 4J6

Ph: (709) 729-0862

Fx: (709) 729-0870

[www.tcr.gov.nl.ca/tcr/](http://www.tcr.gov.nl.ca/tcr/)

The mandate of the Department of Tourism, Culture and Recreation is to support the development of sustainable economic growth in the tourism and cultural industries, support the arts and foster creativity, preserve the province's cultural heritage and historic resources and recognize their importance; and promote participation in recreation and sport and support sport development. The Tourism Branch works with entrepreneurs and industry partners to market Newfoundland and Labrador as a top-of-mind travel destination and works with the tourism industry to develop high-quality, competitive products, facilities and services and a professional tourism industry.

Economic and Rural Development and Tourism, Tourism Division (Government of Nova Scotia)

1800 Argyle Street, Suite 602 and 603

Halifax, NS B3J 2R5

Ph: (902) 424-5000

Fx: (902) 424-0629 (Tourism)

The mandate of the Tourism Division of the Department of Economic and Rural Development and Tourism covers planning, development, marketing and operations for the tourism industry in Nova Scotia. Our staff works to provide

tourism operators with the tools and support they need to run successful businesses.

Ministère du Tourisme (Government of Québec)  
900 René-Lévesque Est, Bureau 400  
Québec QC G1R 2B5  
Ph: (418) 643-5959 ; 1-800-482-2433  
Fx: (418) 646-8723

Ministère du Tourisme (Montréal)  
1255, rue Peel, bureau 400  
Montréal, QC H3B 4V4  
Ph: (514) 873-7977; 1-888-883-8801  
Fx: (514) 864-3838

[www.tourisme.gouv.qc.ca/index.php](http://www.tourisme.gouv.qc.ca/index.php)

The Ministère du Tourisme, in partnership with private and public tourism organizations, works to develop the tourism industry in Quebec. The Ministère's responsibilities include coordinating the provincial government's tourism strategy and marketing efforts, supports the development of tourism products, and provides direct services to tourists through tourism bureaus. The Ministère offers a range of financial programs, including those that support northern tourism, cruises, tourism associations, festivals and events, and strategic development.

Tourism and Parks (Government of New Brunswick)  
Centennial Building  
670 King Street  
Fredericton, NB E3B 1G1

Mailing Address:  
Centennial Building  
P. O. Box 6000  
Fredericton, NB E3B 5H1

Ph: (506) 444-5205  
Fx : (506) 457-4984  
[www.gnb.ca/0397/index-e.asp](http://www.gnb.ca/0397/index-e.asp)

The mandate of Tourism and Parks is to increase the profile and performance of the tourism industry in New Brunswick and to ensure that provincial parks are an integral part of this effort.

## B.4 Guides and Toolkits

Joint Economic Development Initiative (JEDI) Tourism Working Group. *New Brunswick Aboriginal Tourism Planning Tool Kit Community Tourism Development for First Nations in New Brunswick*. Available at: [www.aboriginalcanada.gc.ca/acp/site.nsf/eng/ao20102.html](http://www.aboriginalcanada.gc.ca/acp/site.nsf/eng/ao20102.html).

National Association of Tribal Historic Preservation Officers. *Tribal Tourism Toolkit for the Lewis & Clark Bicentennial and Other Tribal Opportunities*, Washington, DC, 2002. Available at: [www.nathpo.org/Toolkit/NATHPO.pdf](http://www.nathpo.org/Toolkit/NATHPO.pdf).

Nova Scotia Tourism, Culture and Heritage. *Experience Nova Scotia A Toolkit*, 2010. Available at: <http://www.gov.ns.ca/tch/tourism/experience-toolkit.aspx>.

This toolkit is designed to be a practical resource with information to craft new experiences for visitors to Nova Scotia. The toolkit provides an overview of Nova Scotia's brand and core experiences, as well as travel motivators and visitor interests, tools to assess your tourism experience and the opportunities in your region, ideas on how to develop new experiences, tips on promoting your experiences, information on provincial marketing activities, and worksheets.

Tourism Industry Association of Canada, Canadian Tourism Commission and Parks Canada. *Green your Business: Toolkit for Tourism Operators*, 2008. Available at: [www.marrcc.com/PDF/Green\\_Your\\_Business.pdf](http://www.marrcc.com/PDF/Green_Your_Business.pdf).

Tourism Industry Association of Nova Scotia. *A Question of Balance – Green is the New Black (self-audit workbook)*, 2008. Available at: [www.tians.org/filemanager/AQuestionOfBalance%20-%20GreenIsTheNewBlack.pdf](http://www.tians.org/filemanager/AQuestionOfBalance%20-%20GreenIsTheNewBlack.pdf).

## B.5 Marketing

Destination Marketing Association of Canada  
600 116 Lisgar Street  
Ottawa, ON K2P 0C2  
Ph: (613) 238-6378  
Fx: (613) 238-3878  
<http://dmacanada.org/>

The purpose of the Destination Marketing Association of Canada (DMAC) is to raise the level of professionalism in the industry through awareness and educational efforts. DMAC serves as an information exchange, and exerts its collective influence in matters that will impact the national and international convention and visitor industries. The key goal of the association is to position the

visitor industry as an important economic generator in member communities. DMAC promotes the concept of excellence in the field of bureau management, and encourages member involvement in planning programs and services.

## **B.6 Tourism Human Resources**

Nova Scotia Tourism Human Resource Council  
2089 Maitland Street  
Halifax, NS B3K 2Z8  
Ph: (902) 422-5853; (800) 948-4267  
Fx: (902) 422-0184  
[www.tourismhrc.com](http://www.tourismhrc.com)

The Nova Scotia Tourism Human Resource Council was established in 1989 to address labour market issues within the tourism sector in Nova Scotia. The council is a provincial not-for-profit organization that facilitates and coordinates human resources development activities which support a competitive and sustainable Nova Scotia tourism sector.

Canadian Tourism Human Resource Council  
151 Slater St., Suite 608  
Ottawa, ON K1P 5H3  
Ph: (613) 231-6949  
<http://cthrc.ca/en/default.aspx>

The Canadian Tourism Human Resource Council (CTHRC) is one of 34 national sector councils whose overall goal is to improve the quality of the Canadian labour force, and to assist businesses to be more flexible in meeting changing competitive demands. The CRHRC offers professional development and certification programs for tourism providers.

## **B.7 Tourism Portals**

*Tourism portals act as sources of travel information for a particular province or city. Please also note that major cities in Atlantic Canada also have their own tourism portals.*

Tourism New Brunswick  
Department of Tourism and Parks  
P.O. Box 12345  
Campbellton, NB E3N 3T6  
Ph: 1-800-561-0123  
[www.TourismNewBrunswick.ca](http://www.TourismNewBrunswick.ca)

Tourism Newfoundland and Labrador  
P.O. Box 8700. St. John's, NL, Canada A1B 4J6  
Ph: (709) 729-2830; 1-800-563-6353  
[www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com)

Tourism Nova Scotia  
Economic and Rural Development and Tourism  
PO Box 456  
Halifax, NS B3J 2R5  
Ph: (902) 425-5781; 1-800-565-0000  
Fx: (902) 424-2668  
[www.novascotia.com/en/home/default.aspx](http://www.novascotia.com/en/home/default.aspx)

Tourism PEI  
Ph: (902) 368-4444; 1-800-463-4734  
[www.tourismpei.com/index.php3](http://www.tourismpei.com/index.php3)

Tourism Québec  
Ph: (514) 873-2015; 1-877-266-5687  
[www.bonjourquebec.com](http://www.bonjourquebec.com)

## **B.8 Other Tourism Resources**

Atlantic Canada Tourism Partnership  
25 Queen Street  
P.O. Box 2050  
Charlottetown, PE C1A 7N7  
Ph: (902) 566-1096  
Fx: (902) 566-1491  
[www.actp-ptca.ca/index.html](http://www.actp-ptca.ca/index.html)

The Atlantic Canada Tourism Partnership (ACTP) brings together the Atlantic Canada Opportunities Agency (ACOA), the provincial departments responsible for tourism in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island and the four provincial tourism industry associations. ACTP's mission is to grow the tourism industry in Atlantic Canada. ACTP expands the industry through two research-driven marketing campaigns, one promoting the Atlantic Canadian provinces in the United States and a second in key overseas markets. In both programs, ACTP markets Atlantic Canada with major consumer advertising campaigns, travel trade programs and media relations activities.

Canadian Tourism Commission  
Suite 1400, Four Bentall Centre  
1055 Dunsmuir Street  
Box 49230  
Vancouver, BC V7X 1L2  
Ph: (604) 638-8300  
<http://en-corporate.canada.travel/Corporate/Home.page?>

The Canadian Tourism Commission is a Crown corporation wholly owned by the Government of Canada, and is accountable to Parliament through the Minister of Industry. Its legislated mandate is to sustain a vibrant and profitable Canadian tourism industry, market Canada as a desirable tourism destination, support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism, and provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

Gros Morne Institute for Sustainable Tourism  
PO Box 130  
Rocky Harbour, NL A0K 4N0  
Ph: (506) 529-9819; (709) 458-3605  
Fx: (709) 458-2162  
[www.gmist.ca](http://www.gmist.ca)

The Gros Morne Institute for Sustainable Tourism (GMIST) advances the quality and success of Atlantic Canadian tourism operators through an array of training programs to be developed and offered at the institute. The objective is to enhance the quality and sustainability of outdoor/nature-based experiences afforded throughout Atlantic Canada, by providing developmental training programs respecting: sustainable tourism practices, experiential tourism services and eco-adventure tourism.

La Corporation de l'Industrie Touristique du Québec  
1010, rue De Sérigny, bureau 810  
Longueuil QC J4K 5G7  
Ph: (450) 679-3737 or (514) 499-0550; 1-866-499-0550  
Fx: (450) 679-1489  
[www.citq.info](http://www.citq.info)

La Corporation de l'Industrie Touristique du Québec provides classification, certification and standardization services for goods and services on behalf of public- and private-sector customers in order to enhance tourism goods and services.

New Brunswick Tourism Grading Inc.  
275 Main Street, Suite 100  
Fredericton, NB E3A 1E1  
Tel: (506) 458-1995  
Fax: (506) 458-9757  
Web address:  
<http://www.nbtourismgrading.nb.ca/>

New Brunswick Tourism Grading Inc. (NBTGI) is a not for profit organization whose primary objective is to develop and deliver programs designed to assist and support the tourism and hospitality industry in New Brunswick. NBTGI deals with issues specific to quality assurance, and offers programs for consumers of the province's tourism products. As part of their commitment to quality assurance, NBTGI has been instrumental in the development and implementation of the Canada Select and Camping Select Rating Programs.

Tourism Industry Association of Canada. *Code of Ethics and Guidelines for Sustainable Tourism*. Available at:  
<http://www.tians.org/filemanager/Code%20of%20Ethics%20Feb%202005.pdf>.

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<http://ttracanada.ca>

The Canadian Chapter of the Travel and Tourism Research Association (TTRA Canada) is dedicated to individuals interested in advancing the quality and effectiveness of tourism research and marketing. TTRA Canada fosters the value and use of research in the marketing, planning, and development of tourism. TTRA Canada is a non-profit organization and a chapter of TTRA, an international association. Its key objectives are to serve as a forum for the exchange of ideas and information among Canadian tourism researchers, marketers, planners and developers, to encourage professional growth of tourism researchers, marketers, planners and developers within Canada, to promote cooperation between producers and users of tourism research in Canada, to facilitate the dissemination of tourism research within Canada and internationally, to encourage the expansion of government research relating to the Canadian tourism industry, to foster the relevancy of tourism research programs in colleges, universities and other institutions in Canada, and to support and enhance effective management within the Canadian tourism industry.