

OVERVIEW – Year 2 of 5-Year Plan

2017-18 Aboriginal Tourism Association of Canada Action Plan

The Aboriginal Tourism Association of Canada will increase revenues, grow jobs and expand the number of successful Aboriginal tourism businesses in Canada through its strategic five-year plan. The strategies of this plan are designed to overcome barriers and maximize opportunities listed in the national research to allow ATAC to achieve its targets and further establish Aboriginal tourism as a differentiating and prosperous segment of Canada’s growing tourism industry.

Key Opportunities identified in the Five-Year Plan:

- Marketing efforts to increase awareness and demand for Aboriginal tourism
- Product and business development of market/ export ready Aboriginal tourism experiences
- Support of provinces/territories to develop and grow their Aboriginal tourism associations
- Securing long-term funding support and industry expertise from major organizations
- Creation of standards, guidelines and best practices for Aboriginal tourism businesses to achieve market and export-ready status
- Growth in interest from travel trade/ tour operators

Strategic Pillars of the Five-Year Plan:

- Development – product/experiences, training/ education, quality assurance;
- Marketing – international targets, maximize ROI, alignment with Destination Canada;
- Leadership – advocacy, representation, strategy, organizational sustainability;
- Partnership – with members and supporters, collaborative, mutually beneficial.

Targets set in the Five-Year Plan:

- Revenues: Increase of \$300 million in annual Canadian GDP from Aboriginal tourism by 2021;
- Jobs: Total of 40,233 Aboriginal tourism workers by 2021;
- Businesses: 50 new Aboriginal tourism operators at export-ready status by 2021.

Additional Measures of Success:

- Levels of positive awareness of ATAC and Aboriginal tourism experiences;
- Levels of positive engagement with target markets (demographic and psychographic);
- Levels of consumer satisfaction (net promoter score);
- Number of mutually beneficial partnerships with tourism industry partners participating in marketing, advocacy and research.

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

Vision: A thriving Aboriginal tourism economy sharing authentic, memorable and enriching experiences.



Strategic Pillar: DEVELOPMENT

Key Priorities, Projects and Programs

- Deliver product development support funding to increase number of market and export-ready Aboriginal tourism experiences as members of ATAC
- Aid and support for workshops and capacity development programs for Aboriginal tourism businesses to attain and maintain market and export-ready status in partnership with Tourism HR Canada
- Deliver the 6th International Aboriginal Tourism Conference in Calgary, AB
- Establish and lead a network of regional ATAC representatives who support and deliver ATAC projects and programs within their region

Key Performance Indicators

DEVELOPMENT – Key Performance Indicators	
5-Year Plan Strategy: Increase number of export-ready experiences and encourage investment	
2017-18 Project / Program	Key Performance Indicator
Deliver product development support funding	Provide product development support funding to no fewer than 30 Aboriginal tourism businesses in Canada leading them to market and export-ready status
2016-17 Achievements: <ul style="list-style-type: none"> • Created marketing member category to highlight market ready businesses • Provided \$110,000 in development grants to 19 businesses 	
5-Year Plan Strategy: Provide education & training; and foster skills & labour development	
2017-18 Project / Program	Key Performance Indicator
Aid and support for workshops and capacity development programs	Successfully implement training and capacity development programs in 3 regions of Canada involving at least 30 businesses
Plan & Deliver IATC 2017	Deliver 2017 IATC in Calgary, Alberta, in partnership with Ts’uutina First Nation
Network of regional ATAC representatives	Hire 3 regional tourism coordinators who will deliver and support development work in regions
2016-17 Achievements: <ul style="list-style-type: none"> • Created training curriculum in partnership with Tourism HR Canada, piloted the workshop with Aboriginal tourism businesses in Alberta • Delivered first development workshop in Alberta in March 2017. 10 businesses attended. • Host the annual International Aboriginal Tourism Conference. <ol style="list-style-type: none"> a. 350+ participants, most successful and largest ever, hosted in Dec. 2016 in Membertou, NS b. Included 80 First Nation community representatives from around Atlantic Canada 	





Strategic Pillar: **MARKETING**

Key Priorities, Projects and Programs

- Deliver effective and targeted marketing program involving website, social media and through travel trade channels
- Build marketing and sales assets including video, photography and an Indigenous Tourism Experiences Guide
- Develop key account strategy and key media strategy with Destination Canada
- Focus DC partnership on investment in assets, storytelling and features
- Create Themed story ideas
- Grow earned travel media coverage

Key Performance Indicators

MARKETING – Key Performance Indicators	
5-Year Plan Strategy: Focus on high-value, targeted marketing and sales efforts in core and emerging markets	
2017-18 Project / Program	Key Performance Indicator
Deliver effective and targeted marketing program involving website, social media and travel trade channels	Set benchmarks to measure Aboriginal experiences for sale in travel trade channels in active markets. Grow social media audiences to more than 10,000 engaged users. Increase 2017 web traffic to 35,000 unique visitors.
Build marketing and sales assets	Design-print Indigenous Tourism Experiences Guide for Rendez-vous Canada (May' 17), featuring 50+ ATAC marketing members. Invest in the development of marketing assets (video, photography) for market ready business
2016-17 Achievements: <ul style="list-style-type: none"> • Developed travel trade and media messaging focused on stories and themes which feature Aboriginal communities and entrepreneurs. • Created itineraries featuring ATAC members. • Grew social media audience to more than 3000 (Oct – March) • Jan – Dec 2016 unique visitors to website up 80.1% YTD to 19,096. 	
5-Year Plan Strategy: Align and partner with Destination Canada	
2017-18 Project / Program	Key Performance Indicator
Key account strategy and key media strategy	Develop strategy in partnership with Destination Canada
Focus on investment in assets, storytelling and features	With Destination Canada, invest in marketing assets; develop stories and features of Aboriginal communities and entrepreneurs.
2016-17 Achievements: <ul style="list-style-type: none"> • Aligned market investments with Destination Canada’s core markets of USA. • Completed year 1 of 3-year partnership with DC. 	



Strategic Pillar: MARKETING (continued)

MARKETING – Key Performance Indicators	
5-Year Plan Strategy: Develop and deliver marketing communications with messaging relating to positive community and cultural impacts of Aboriginal tourism	
2017-18 Project / Program	Key Performance Indicator
Create media story ideas	Create at least 6 themed story ideas for circulation.
Grow earned travel media coverage	Secure at least two major travel features and more than \$1M worth of earned media coverage.
<p>2016-17 Achievements:</p> <ul style="list-style-type: none"> • Started to measure earned media coverage (Oct 2016). • Earned media coverage included a major feature on Aboriginal tourism experiences which contributed to more than \$467,000 overall worth of coverage through releases and story ideas. 	



Strategic Pillar: PARTNERSHIPS

Key Priorities, Projects and Programs

- Expand partnership agreements and explore new partnership agreements
- Continue collaborative opportunities and board & committee representation
- Support Aboriginal representation on major Canadian tourism industry associations and organizations
- Establish regional coordinators to assist with region-specific programs
- Support Aboriginal representation on major Canadian tourism industry associations and organizations
- Grow participation in IATC 2017
- Increase ATAC membership
- Increase e-mail subscribers with regular and meaningful content

Key Performance Indicators

PARTNERSHIPS – Key Performance Indicators	
5-Year Plan Strategy: Develop and solidify mutually beneficial long-term industry partnerships	
2017-18 Project / Program	Key Performance Indicator
Expand partnership agreements and explore new partnership agreements	Expand partnership agreements with <ul style="list-style-type: none"> • Destination Canada Agreement (year 2 of 3) • TIAC (year 1 of 3) • Assembly of First Nations Explore partnership agreements with: <ul style="list-style-type: none"> • Parks Canada • Adventure Travel Trade Association • Government of Manitoba • Government of Saskatchewan • Government of Nunavut • AIANTA • Canadian Council of Aboriginal Business • Futurepreneur
2016-17 Achievements: <ul style="list-style-type: none"> • Signed (or Committed to) on-going partnership agreements with <ol style="list-style-type: none"> Destination Canada Tourism HR Canada Assembly of First Nations World Indigenous Tourism Association Government of Alberta Atlantic Canada Opportunities Agency Tourism Industry Association of Canada Canadian Inbound Tour Operators Asia Pacific 	



Strategic Pillar: PARTNERSHIPS (continued)

PARTNERSHIPS – Key Performance Indicators	
5-Year Plan Strategy: Establish effective and broad networks with industry leaders	
2017-18 Project / Program	Key Performance Indicator
Continue collaborative opportunities and board & committee representation	Wherever possible, continue collaborative opportunities and board & committee representation with agencies and organizations appropriate for ATAC and its mandate.
Support Aboriginal representation on major Canadian tourism industry associations and organizations	Achieve Aboriginal representation on the Board of Directors of: <ul style="list-style-type: none"> - Destination Canada - Tourism Industry Association of Canada
2016-17 Achievements: <ul style="list-style-type: none"> • ATAC representation on: <ul style="list-style-type: none"> i. Destination Canada’s Marketing Advisory Committee ii. Destination Canada’s Communications Working Group iii. Parks Canada Working Group iv. Minister’s Council on Tourism for BC 	
5-Year Plan Strategy: Establish member engagement and support of ATAC	
2017-18 Project / Program	Key Performance Indicator
Establish regional coordinators to assist region-specific programs	Hire 3 regional tourism coordinators.
Support networking opportunities and regional participation in industry meetings	Host 10 industry networking opportunities for industry. Create no less than 15 opportunities for ATAC Board members to participate in provincial/territorial meetings
2016-17 Achievements: <ul style="list-style-type: none"> • Hosted first regional development workshop in Calgary, Alberta: March 2017 • Offered multiple ‘member-only’ opportunities for partnership including: <ul style="list-style-type: none"> i. Marketing co-op programs ii. Product development support funding program iii. Travel trade-show co-op program 	
5-Year Plan Strategy: Foster collaboration amongst ATAC members	
2017-18 Project / Program	Key Performance Indicator
Grow participation in IATC 2017	Target 400 delegates for 2017 IATC, Nov. 2017 in Calgary, AB
Increase ATAC membership	Increase ATAC membership: Total members = 140, Voting members = 90, Upgraded = 65
Increase e-mail subscribers with regular and meaningful content	Produce 52 email newsletters of ATAC activities and 15 news updates to the website and social media channels.
2016-17 Achievements: <ul style="list-style-type: none"> • Hosted IATC in December 2016 with 350+ delegates • ATAC Membership as of March 31, 2017: 119 Total members (72 Voting, 54 Upgraded) 	



Strategic Pillar: LEADERSHIP

Key Priorities, Projects and Programs

- Partner with provinces and territories to grow/establish Aboriginal tourism associations
 - Assist in growing the existing Aboriginal association in BC, Quebec, Yukon and Ontario
 - Build towards establishing an Aboriginal association in the remaining provinces and territories
- ATAC leadership active in Aboriginal communities and the tourism industry, finding and encouraging champions
- Ensure effective financial process for ATAC including financial reporting, risk assessment, audit, financial controls & procedures
- Explore revenue generation for long term financial sustainability
- Explore industry protocols and legislation options to strengthen authenticity commitment
- Explore National-level leadership relationships in the tourism industry

Key Performance Indicators

LEADERSHIP – Key Performance Indicators	
5-Year Plan Strategy: Assist with establishing and evolving provincial and territorial Aboriginal tourism organizations	
2017-18 Project / Program	Key Performance Indicator
Partner with provinces and territories to grow/establish Aboriginal tourism associations	Alberta to have framework of association by November 2017. First meetings of Atlantic Canada group in Spring 2017. Establish agreements with governments in: SK, MB, NT
2016-17 Achievements: <ul style="list-style-type: none"> • Support existing regional associations: AtBC, YFNCT, ITO, QAT • Agreements signed with provincial and territorial governments to develop associations in: <ul style="list-style-type: none"> - Alberta - Atlantic Canada - NWT 	
5-Year Plan Strategy: Build support for Aboriginal tourism within the leadership of local communities	
2017-18 Project / Program	Key Performance Indicator
ATAC leadership active in Aboriginal communities and the tourism industry	ATAC to attend no less than 20 community events across country
2016-17 Achievements: <ul style="list-style-type: none"> • Development work structured to find and identify tourism champions within each region. • Formalized agreement with Tsilhqot'in National Government & non. Ab. Tourism operators 	



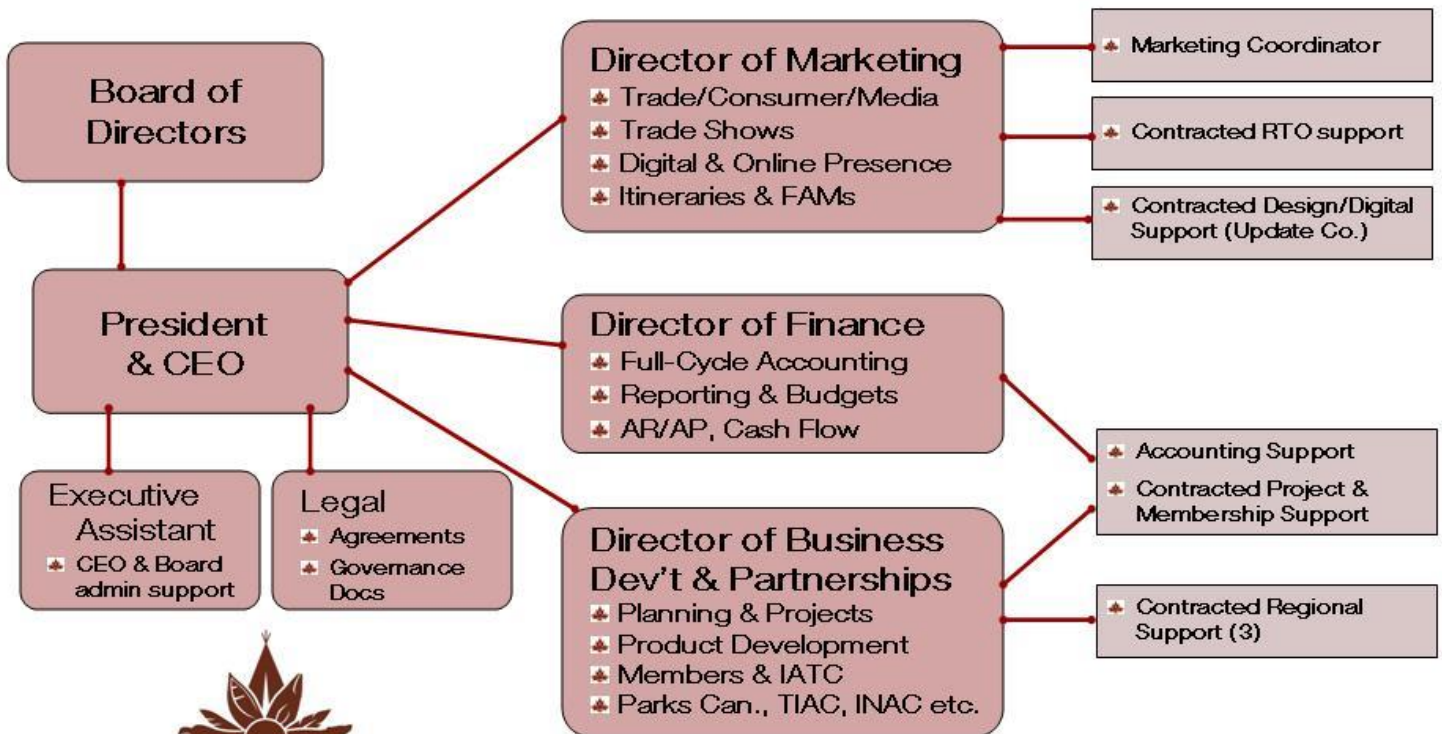
Strategic Pillar: LEADERSHIP (continued)

LEADERSHIP – Key Performance Indicators	
5-Year Plan Strategy: Establish systems and techniques for long-term financial sustainability of ATAC	
2017-18 Project / Program	Key Performance Indicator
Ensure effective financial process for ATAC	<p>Monthly financial reporting to treasurer.</p> <p>Quarterly reporting provided to the board.</p> <p>Finalize organizational policies and procedural structures.</p> <p>Explore and consider revenue generation opportunities through travel distribution networks</p>
Explore revenue generation for long term financial sustainability	Investigate with Marketing Dept. opportunities for potential of an ATAC Receptive Tour Operator and/or Travel Service concept.
<p>2016-17 Achievements:</p> <ul style="list-style-type: none"> Secured 5-year plan resources. Created reporting process for board and staff. 	
5-Year Plan Strategy: Develop advocacy key messaging and delivery channels to achieve maximum impact	
2017-18 Project / Program	Key Performance Indicator
Explore legislation options to strengthen authenticity commitment	Examine needs and opportunity for authenticity legislation around authentic Indigenous arts protocols
<p>2016-17 Achievements:</p> <ul style="list-style-type: none"> ATAC support of CCTM and resulting Nunavut Declaration (Nov 2016) Support community advocacy through BC Ferries issues. 	
5-Year Plan Strategy: Representation of ATAC with a national mandate	
2017-18 Project / Program	Key Performance Indicator
Explore National-level leadership relationships in the tourism industry	<p>Establish new tourism industry protocols with AFN</p> <p>Strengthen and expand industry leadership relationships with:</p> <ul style="list-style-type: none"> Destination Canada Tourism Association of Canada Parks Canada Indigenous Northern Affairs Canada Tourism HR Canada
<p>2016-17 Achievements:</p> <ul style="list-style-type: none"> ATAC board made up of regional representation across Canada as of December 2016 	



ATAC Organizational Chart

Plan for 2017-18



Summary of ATAC KPI's

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Explore National-level leadership relationships in the tourism industry	Establish new tourism industry protocols with AFN Strengthen and expand industry leadership relationships with: <ul style="list-style-type: none"> • Destination Canada • Tourism Association of Canada • Parks Canada • Indigenous Northern Affairs Canada • Tourism HR Canada

