



ABORIGINAL
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE
AUTOCHTONE
DU CANADA

MID TERM REPORT

APRIL 1 - SEPTEMBER 30, 2017

**Progress towards the
2017-2018 Action Plan
Key Performance Indicators**



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MESSAGE FROM ATAC PRESIDENT & CEO

The Aboriginal Tourism Association of Canada (ATAC) continues to build internal capacity as a federal non profit corporation while supporting the exciting needs of the Indigenous tourism industry in Canada. There continue to be growing domestic and international visitor demands and growing community support. It is these aspects and the commitment of the Indigenous tourism industry leaders that are contributing to our strong progress. ATAC is committed to good corporate governance, transparency and accountability and as such, the organization is pleased to present the 2017-2018 mid term report for members, partners, and the general public.

This report outlines the current progress ATAC is completing in relation to our five-year plan "*The Path Forward 2016-2021*". This report captures the progress completed to date for year two of five. The ATAC board approved the annual work plan in April for fiscal year April 1st, 2017 – March 31st, 2018. This included a sound financial plan, identification of key performance indicators, and an updated organizational chart. The ATAC key performance indicators focus on the four main pillars of our five-year plan: leadership, partnership, development, and marketing.

I am pleased to report that ATAC is meeting and exceeding approved key performance indicators for 2017-2018 in this mid term report. We expect to meet all financial budget projections and are working towards planning for year three of the ATAC five-year plan.

Thank you to our partners and members who remain committed to working together in the best interests of the Indigenous tourism industry.

We expect a strong finish for 2017-2018 ensuring future industry growth.

Thank you,

Keith Henry

President and CEO

Aboriginal Tourism Association of Canada



Keith Henry

PRESIDENT & CEO

Aboriginal Tourism Association of Canada

PRÉSIDENT-DIRECTEUR GÉNÉRAL

L'Association touristique autochtone du Canada

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, Alberta.
- Establish and lead a network of regional ATAC representatives who support and deliver ATAC projects and programs within their region.

2017-18 Mid-Year Highlights

- Four tourism coordinators were hired for the Alberta, Atlantic, North and Central regions to create a network of regional ATAC representatives that deliver and support development work.
- Ten businesses successfully participated in a training program delivered in Alberta to provide capacity development.

5-YEAR PLAN STRATEGY

INCREASE NUMBER OF EXPORT-READY EXPERIENCES AND ENCOURAGE INVESTMENT

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:

2017-18 Progress To Date

- Application posted on website in September 2017, with a deadline to apply of Friday, October 20, 2017.
- Investigating opportunity for national and provincial/territorial support organizations to co-fund program in order to expand investment and impact.



5-YEAR PLAN STRATEGY

PROVIDE EDUCATION & TRAINING; AND FOSTER SKILLS & LABOUR DEVELOPMENT

KEY PERFORMANCE INDICATOR

Aid and support for workshops and capacity development programs

Successfully implement training and capacity development programs in three regions of Canada involving at least 30 businesses:

2017-18 Progress To Date

- Market-Readiness training program delivered in Calgary, Alberta with ten businesses participating in a two-day workshop.
- Training programs planned for Q3 and Q4 delivery in Nunavut, New Brunswick, Nova Scotia and Northwest Territories.



KEY PERFORMANCE INDICATOR

Plan and deliver the 2017 International Aboriginal Tourism Conference

Deliver 2017 International Aboriginal Tourism Conference in Calgary, Alberta, in partnership with Tsuut'ina First Nation:

2017-18 Progress To Date

The International Aboriginal Tourism Conference 2017 conference will be held in Calgary, Alberta on November 7 and 8, and co-hosted by the Tsuut'ina Nation.

- Website registration launched with marketing support underway
- Sponsorship goals reached
- Cultural tours confirmed
- Agenda and speaker list in development



KEY PERFORMANCE INDICATOR

Network of regional ATAC representatives

Hire three regional tourism coordinators who will deliver and support development work:

2017-18 Progress To Date

Four regional coordinators contracted and active as of September 30, 2017:

- Lori Beaver, Alberta (April 2017 - December 2017)
- Trina Mather-Simard, Atlantic (August 2017 - March 2018)
- Ron Ostrom, North (September 2017 - March 2018)
- Jessica Dumas, Central (September 2017 - March 2018)



STRATEGIC PILLAR

MARKETING

Key Priorities, Projects and Programs

- Deliver effective and targeted marketing program involving website, social media and 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 Destination Canada partnership on investment in assets, storytelling and features.
- Create themed story ideas.
- Grow earned travel media coverage.

2017-18 Mid-Year Highlights

- In an effort to deliver high-value targeted marketing, ATAC has successfully grown its social media audiences to more than 10,000 engaged users. Some social media channels have even seen an increase in followers of up to 120%.
- The Indigenous Tourism Experiences Guide was designed and published in May 2017 for Rendez-vous Canada and features rich stories and photographs of 55 Aboriginal tourism businesses.

5-YEAR PLAN STRATEGY

FOCUS ON HIGH-VALUE, TARGETED MARKETING AND SALES EFFORTS IN CORE AND EMERGING MARKETS

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:

2017-18 Progress To Date

- German Europe Market Insights & Audit: Tour Operator, Product Audit 2017, German Speaking Markets 2017
- Destination Canada and the Aboriginal Tourism Association of Canada partnered on a research study, *USA Market, Research & Recommendations*, published in August 2017 to gain an understanding of how and what the USA traveler thinks about indigenous tourism.



Grow social media audiences to more than 10,000 engaged users:

2017-18 Progress To Date

- Facebook fans: 10,411 (increase of 124.0%)
- Twitter followers for @AboriginalCAN consumer account: 1,081 (increase of 83.2%)
- Twitter followers for @ATAC_Corporate corporate account: 429 (increase of 51.1%)
- Twitter followers for both accounts combined: 1,510 (increase of 72.8%)
- Instagram followers: 1,410 (increase of 123.5%)



Increase 2017 web traffic to 35,000 unique visitors:

2017-18 Progress To Date

- 16,727 unique website visitors between April 1, 2017 and September 30, 2017. Content creation and promotion strategy created for remainder of year to drive traffic and improve search engine optimization.



KEY PERFORMANCE INDICATOR

Build marketing and sales assets

Design and print the Indigenous Tourism Experiences Guide for Rendez-vous Canada in May 2017, featuring over 50 ATAC marketing members:

2017-18 Progress To Date

- Guide published May 2017
- Features 55 Aboriginal tourism businesses in rich, storytelling narratives



Invest in the development of marketing assets (video and photography) for market-ready business:

2017-18 Progress To Date

- Destination Canada and ATAC partnering on Indigenous Voices video content series featuring Alberta, Ontario and New Brunswick/Nova Scotia. First video will be released in November 2017 at the International Aboriginal Tourism Conference.
- Strategy to support media and trade familiarization tours with photographers to document trips and create assets



5-YEAR PLAN STRATEGY

ALIGN WITH DESTINATION CANADA

KEY PERFORMANCE INDICATOR

Key account strategy and key media strategy

Develop strategy in partnership with Destination Canada:

2017-18 Progress To Date

- Market investments aligned with Destination Canada (United Kingdom, France, Germany, China and Japan) including trade and media.
- Signed year-two agreement with Destination Canada to support international growth and development.



KEY PERFORMANCE INDICATOR

Focus on investment in assets, storytelling and features

With Destination Canada, invest in marketing assets; develop stories and features of Aboriginal communities and entrepreneurs:

2017-18 Progress To Date

- Video shoots took place in September 2017 and include Nova Scotia, New Brunswick, Ontario, and Alberta (Indigenous Voices Series)
- ATAC invested in photographer to join familiarization tours to support content creation



5-YEAR PLAN STRATEGY

DEVELOP AND DELIVER MARKETING COMMUNICATIONS WITH MESSAGING RELATING TO POSITIVE COMMUNITY AND CULTURAL IMPACTS OF ABORIGINAL TOURISM

KEY PERFORMANCE INDICATOR

Create media story ideas

Create at least six themed story ideas for circulation:

2017-18 Progress To Date

- Six story idea sheets created for circulation and media relations
- Blog launched in September 2017
- Story ideas also being used as new blog content for the website



KEY PERFORMANCE INDICATOR

Grow earned travel media coverage

Secure at least two major travel features and more than \$1M worth of earned media coverage:

2017-18 Progress To Date

- Total circulation: 3,750,072
- Total ad-rate: \$2,106,279.45
- Group trip support: Haida Gwaii in September, Inuvik planned for March



STRATEGIC PILLAR

PARTNERSHIPS

Key Priorities, Projects and Programs

- Expand partnership agreements and explore new partnership agreements.
- Continue collaborative opportunities and board and 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 International Aboriginal Tourism Conference 2017.
- Increase ATAC membership.
- Increase e-mail subscribers with regular and meaningful content.

2017-18 Mid-Year Highlights

- Prioritizing partnership agreements allowed for four new partners this year.
- ATAC membership has increased beyond its target, with a total of 164 members, and even greater numbers are expected in 2018.

5-YEAR PLAN STRATEGY

DEVELOP AND SOLIDIFY MUTUALLY BENEFICIAL LONG-TERM INDUSTRY PARTNERSHIPS

KEY PERFORMANCE INDICATOR

Expand partnership agreements with Destination Canada, Tourism Industry Association of Canada and Assembly of First Nations

Expand partnership agreements with Destination Canada (year 2 of 3), Tourism Industry Association of Canada (year 1 of 3) and Assembly of First Nations:

2017-18 Progress To Date

- Tourism Industry Association of Canada - Signed agreement
- Tourism Saskatchewan – Meetings continue, most recent on Sept. 26/17. Next meetings to discuss potential agreement with Tourism Saskatchewan and Indigenous and Northern Affairs Canada - Saskatchewan.
- Nunavut – Awaiting response/proposal



Explore partnership agreements with: Parks Canada, Adventure Travel Association, Government of Manitoba, Government of Saskatchewan, Government of Nunavut, American Indian Alaska Native Tourism Association, Canadian Council of Aboriginal Business, Futurepreneur:

2017-18 Progress To Date

- Parks Canada – Agreement in final stages of discussion, anticipating signing in Q3
- Travel Manitoba – Memorandum of Understanding signed on September 26, 2017
- American Indian Alaska Native Tourism Association – Memorandum of Understanding signing event held on September 7, 2017
- Quebec Aboriginal Tourism – Memorandum of Understanding signed on August 30, 2017



5-YEAR PLAN STRATEGY

ESTABLISH EFFECTIVE AND BROAD NETWORKS WITH INDUSTRY LEADERS

KEY PERFORMANCE INDICATOR

Continue collaborative opportunities and board and committee representation

Wherever possible, continue collaborative opportunities and board and committee representation with agencies and organizations appropriate for ATAC and its mandate:

2017-18 Progress To Date

ATAC supported Indigenous representation on:

- Destination Canada Board
- Tourism HR Canada Board
- Tourism Industry Association of Nova Scotia
- BC Ferries Working Group
- Xeni Gwet'in First Nation Negotiation Team (BC)
- Destination Canada Communications Working Group
- Destination Canada various Advisory Committees



KEY PERFORMANCE INDICATOR

Support Aboriginal representation on major Canadian tourism industry associations and organizations

Achieve Aboriginal representation on the Board of Directors of Destination Canada and Tourism Industry Association of Canada:

2017-18 Progress To Date

- ATAC Board member Dave Laveau on Destination Canada board
- Discussion with Tourism Industry Association of Canada on-going



5-YEAR PLAN STRATEGY

ESTABLISH EFFECTIVE AND BROAD NETWORKS WITH INDUSTRY LEADERS

KEY PERFORMANCE INDICATOR

Establish regional coordinators to assist region-specific programs

Hire three regional tourism coordinators:

2017-18 Progress To Date

Four regional coordinators hired:

- Lori Beaver, Alberta – April to December 2017
- Trina Mather-Simard, Atlantic – August 2017 to March 2018
- Ron Ostrom, North – September 2017 to March 2018
- Jessica Dumas, Central – September 2017 to March 2018



KEY PERFORMANCE INDICATOR

Support networking opportunities and regional participation in industry meetings

Host 10 industry networking opportunities:

2017-18 Progress To Date

Hosted industry networking:

- Rendez-vous Canada Dinner
- Alberta Training Event
- Alberta Forums
- GoMedia Opening Event
- Showcase Canada Asia Networking Event

Planned industry networking events in Q3:

- International Aboriginal Tourism Conference VIP Reception
- International Aboriginal Tourism Conference Partner Summit
- Four International Aboriginal Tourism Conference Cultural Tour Events
- International Aboriginal Tourism Conference Gala Awards Event



Create no less than 15 opportunities for ATAC board members to participate in provincial/territorial meetings:

2017-18 Progress To Date

Board members at (or invited to) over 20 provincial/territorial meetings in:

- Northwest Territories (2)
- Alberta (4)
- Saskatchewan (3)
- Manitoba (3)
- New Brunswick (2)
- Nova Scotia (2)
- British Columbia (2)
- Yukon (1)
- Nunavut (2)



5-YEAR PLAN STRATEGY

FOSTER COLLABORATION AMONGST ATAC MEMBERS

KEY PERFORMANCE INDICATOR

Grow participation in the International Aboriginal Tourism Conference 2017

Target 400 delegates for International Aboriginal Tourism Conference in November 2017 in Calgary, Alberta:

2017-18 Progress To Date

Extensive marketing plan in partnership with:

- Destination Canada
- Provincial/territorial tourism organizations and destination marketing organizations
- Indigenous non-governmental organizations

As of September 30, 2017, 300 participants confirmed (exceeding registration revenue targets), expecting over 400 by event opening:

- Sold-out marketplace tables
- Six additional sponsors confirmed exceeding revenue targets
- Earned \$160,000 support from Indigenous & Northern Affairs Canada for 100 Alberta Indigenous delegates



KEY PERFORMANCE INDICATOR

Increase ATAC membership

Increase ATAC membership to total of 140 members, 90 voting members and 65 upgraded members by end of Q4:

2017-18 Progress To Date

- 2017 membership as of September 30:
 - Total = 164 (100%+)
 - Voting = 92 (100%+)
 - Upgraded = 65 (100%)
- 2018 membership not yet available, renewal push starts in Q3 and Q4
- International Aboriginal Tourism Conference registration and membership package offer will boost 2018 memberships



KEY PERFORMANCE INDICATOR

Increase e-mail subscribers with regular and meaningful content

Produce 52 email newsletters of ATAC activities:

2017-18 Progress To Date

- 53 email newsletters published including 45 corporate updates and eight International Aboriginal Tourism Conference updates



Publish 15 news updates to the website and social media channels:

2017-18 Progress To Date

- News updates to website and social media channels totalled 32



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 British Columbia, 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 and 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

2017-18 Mid-Year Highlights

- Eight forums have been held throughout Alberta to support the growth of a regional Aboriginal tourism organization. Indigenous tourism forums scheduled for Manitoba in Q3.
- An Atlantic Canada Indigenous Tourism Working Group has been formed and is meeting on a regular basis.

5-YEAR PLAN STRATEGY

ASSIST WITH ESTABLISHING AND EVOLVING PROVINCIAL AND TERRITORIAL ABORIGINAL TOURISM ORGANIZATIONS

KEY PERFORMANCE INDICATOR

Partner with provinces and territories to grow and establish Aboriginal tourism associations

Alberta to have framework of association by November 2017:

2017-18 Progress To Date

- Eight forums completed in Q1
- Online survey completed
- Champions and strategic priorities being identified
- Association guidelines under development
- Announcing next steps at International Aboriginal Tourism Conference in Q3



First meetings of Atlantic Canada group in Spring 2017:

2017-18 Progress To Date

- Atlantic Canada Indigenous Tourism Working Group formed
- Three meetings completed by end of Q2
- Online survey results reporting to be finalized in Q3
- Framework for strategic plan to be finalized by November 30, 2017
- Next working group meeting to be held in November 2017



Establish agreements with governments in Saskatchewan, Manitoba and Northwest Territories:

2017-18 Progress To Date

- Quebec – Signed agreement on August 30, 2017 with Quebec Aboriginal Tourism
- Travel Manitoba – Memorandum of Understanding signed on September 26, 2017
- Tourism Industry Association of New Brunswick – Memorandum of Understanding to be signed on October 5, 2017
- Alberta Day planned for November 6, 2017
- Tourism Saskatchewan – Working group meetings held in July and September 2017. Discussions in Q3 with Tourism Saskatchewan and Indigenous and Northern Affairs Canada - Saskatchewan to establish partnership and support agreement.
- Nunavut – Actively meeting with Government of Nunavut to review collaboration on development projects
- Northwest Territories – Proposal received in Q2. Finalizing co-funded training project for three regions, expecting final project agreement in Q3 and project completion in Q4



5-YEAR PLAN STRATEGY

BUILD SUPPORT FOR ABORIGINAL TOURISM WITHIN THE LEADERSHIP OF LOCAL COMMUNITIES

KEY PERFORMANCE INDICATOR

ATAC leadership active in Aboriginal communities and the tourism industry

ATAC to attend no less than 20 community events across country:

2017-18 Progress To Date

- Attended approx 20 community events, forums and gatherings as well as industry events in Alberta, British Columbia, Saskatchewan, Manitoba, Yukon, Quebec, Nova Scotia and New Brunswick
- Approx 20 meetings and private sessions with partners
- Developing tracking and recording system for ATAC in-market and in-community meetings attended by staff and/or board



5-YEAR PLAN STRATEGY

ESTABLISH SYSTEMS AND TECHNIQUES FOR LONG-TERM FINANCIAL SUSTAINABILITY OF ATAC

KEY PERFORMANCE INDICATOR

Ensure effective financial process for ATAC

Monthly financial reporting to treasurer:

2017-18 Progress To Date

- Monthly bank statements and cheque imaging sent to Treasurer



Quarterly reporting provided to the board:

2017-18 Progress To Date

- Quarterly financial reporting to CEO to share with board
- Mid-term financial reporting completed
- Monthly year-to-date budget and cash flow sent to Treasurer



Finalize organizational policies and procedural structures:

2017-18 Progress To Date

- Financial and Procurement Policies reviewed by Finance Committee and refined



Explore and consider revenue generation opportunities through travel distribution networks:

2017-18 Progress To Date

- Work towards this key performance Indicator is still in progress. An update is expected by November 2017.



KEY PERFORMANCE INDICATOR

Explore revenue generation for long term financial sustainability

Investigate with Marketing Department opportunities for potential of an ATAC Receptive Tour Operator and/or Travel Service concept:

2017-18 Progress To Date

- Reviewing partnership options and opportunities to facilitate direct sale of ATAC members' offerings
- Also looking at Destination Canada model of pushing sales through existing partner sales channels



5-YEAR PLAN STRATEGY

DEVELOP ADVOCACY KEY MESSAGING AND DELIVERY CHANNELS TO ACHIEVE MAXIMUM IMPACT

KEY PERFORMANCE INDICATOR

Explore legislation options to strengthen authenticity commitment

Examine needs and opportunity for authenticity legislation around authentic Indigenous arts protocols:

2017-18 Progress To Date

- Reviewing potential partner organizations to assist in developing and advancing this position



5-YEAR PLAN STRATEGY

REPRESENTATION OF ATAC WITH A NATIONAL MANDATE

KEY PERFORMANCE INDICATOR

Explore national-level leadership relationships in the tourism industry

Establish new tourism industry protocols with Assembly of First Nations. Strengthen and expand industry leadership relationships with Destination Canada, Tourism Association of Canada, Parks Canada, Indigenous Northern Affairs Canada, Tourism HR Canada:

2017-18 Progress To Date

- Assembly of First Nations: Discussions on potential partnership in export/trade and legislative support
- Destination Canada and Indigenous & Northern Affairs Canada: Discussions continue to expand marketing partnership with Destination Canada with additional funding from Indigenous & Northern Affairs Canada
- Tourism Industry Association of Canada: Agreement signed, partnering on multiple events including Rendez-vous Canada and GoMedia
- Parks Canada: Finalizing agreement on marketing, product development and International Aboriginal Tourism Conference sponsorship
- Tourism HR Canada: Participation on board and pushing for new funding for national training program



2017-2018

BUDGET

ATAC continues to be on time and on budget, fulfilling project commitments and funding requirements. Budget projections remain on track in accordance with the 2017/18 Action Plan. ATAC's Finance and Procurement Policies have been refined and implemented and strong financial controls are in place.

Revenues continue to flow as scheduled, thanks to ATAC's funding partners; Indigenous and Northern Affairs Canada, Destination Canada, Atlantic Canada Opportunities Agency, Parks Canada and a number of Provincial Governments, destination marketing organizations and provincial marketing organizations.

BALANCE SHEET AS AT 2017-09-30**ASSET - Current Assets**

BMO Chequing Bank Account	195,605	
Total Cash		195,605
Accounts Receivable	94,039	
Total Receivable		94,039
Prepaid Expenses		28,871
TOTAL		318,516

LIABILITY - Current Liabilities

Accounts Payable		49,192
Credit Card Payables		(30,164)
Unearned Destination Canada Funds		82,153
Unearned BC Funds		5,014
Unearned AB Funds		44,532
Deferred Revenues/Deposits		403
GST/HST Charged on Sales	8,624	
GST/HST Paid on Purchases	(39,789)	
GST/HST Owing (Refund)		(31,165)
TOTAL		119,965

EQUITY - Owners Equity

Retained Earnings - Previous Year		20,951
Current Earnings		177,600
TOTAL		198,551

LIABILITIES AND EQUITY**318,516**

INCOME STATEMENT 2017-04-01 TO 2017-09-30

REVENUE

Funding - Destination Canada		10,000
Funding - SPI INAC	299,988	
Funding - AEBO INAC	999,960	
Funding - IATC INAC	35,000	
Funding - INAC		1,334,948
Funding - Province of BC		46,922
Funding - Province of AB		55,468
Funding - Travel Manitoba		25,000
ATAC Memberships		4,662
IATC - Registrations & Marketplace		46,050
IATC - Sponsorships		22,500
Cost Share Contribution - RVC		70,935
Miscellaneous Revenue		10,283
TOTAL		1,626,767

EXPENSE - General & Administrative Expenses

Administration		234,702
Office Expenses		34,995
Board Expenses		14,672
Travel Expenses		207,786
French Translation - Corporate		3,887
Bank Charges		3,058
Professional Fees - Legal		28,051
Membership Dues		35,527
Regional Support Investments		76,845
TOTAL		639,522

EXPENSES - Marketing & Sales

Marketing Administration		57,500
Digital/Online Support		47,955
Design & Production		4,772
Content Development		62,563
Media Relations & PR		23,902
Advertising		19,681
Attend Trade Shows/Conferences		222,850
Event Sponsorship		26,323
Web Hosting & IT Support		5,287
A/V Digital Projects		3,451
Travel Trade Fam Hosting		9,988
French Translation - Marketing		3,708
Destination Canada Partnership Program		10,000
TOTAL		497,981

EXPENSES - Product Development

Product Development Administration		69,500
Training & Capacity Dev. Programs		55,750
Development Support Projects		15,750
Province of BC Projects		46,922
Province of AB Projects		55,468
ACOA Atlantic Region Projects		35,260
IATC Expenses		21,823
Project Coordination		11,190
TOTAL		311,663

TOTAL EXPENSES	1,449,167
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NET INCOME	177,600
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CURRENT PROJECTED VS APPROVED BUDGET

REVENUE	Current Projected Budget*	Approved Budget
Federal Funding Commitment	1,999,960	2,000,000
INAC - SPI	599,988	600,000
Destination Canada	160,000	150,000 [†]
RVC - cost share registrations	70,935	40,000
Showcase Canada Asia - registrations	0	16,000
ATAC Memberships	13,662	18,000
Parks Canada	50,000	50,000
IATC Registrations & Marketplace	116,050	90,000
IATC Sponsorship	152,500	130,000
IATC INAC	160,000	100,000
Gov't Alberta	75,000	100,000
Gov't BC	97,000	73,000
Gov't Saskatchewan	0	100,000
ACOA Regional Tourism Project	70,000	70,000
Travel Manitoba	50,000	0
INAC Manitoba	32,019	0
Other Income	15,283	15,000
TOTAL	3,662,397	3,552,000

EXPENSES - General & Administrative Expenses

Administration	392,702	316,000
Office Expenses	55,000	55,000
Board Expenses	32,170	35,000
Travel Expenses	261,570	165,000
French Translation	11,387	15,000
Bank Charges	3,355	600
Professional fees - Legal	48,053	40,000
Membership dues	63,029	55,000
Regional Support Investments	499,347	845,000
Insurance	2,000	2,000
Membership Support Expenses	2,500	5,000
GST net on payments	3,998	8,000
Audit	5,000	5,000
Advocacy - Authenticity Legislation	12,502	25,000
AGM Expenses	5,000	7,000
TOTAL	1,397,612	1,578,600

[†] Including Deferred Revenue

* Current Projected Budget:
(Actual to Sep 30, 2017) +
(Oct 2017 to Mar 2018 Budget) +
(Additional Revenues/Funding in FY 17/18)

EXPENSES - Marketing & Sales	Current Projected Budget*	Approved Budget
Marketing Administration	173,004	231,000
Digital/Online Support	51,282	40,000
Design & Production	18,772	28,000
Content Development	51,282	40,000
Media Relations & PR	44,902	42,000
Advertising	52,681	66,000
Attend Trade Shows/Conferences	238,650	190,800
Event Sponsorship	26,323	10,000
Web Hosting & IT Support	17,287	24,000
A/V Digital Projects	3,451	0
Travel Trade Fam Hosting	19,988	15,000
Sales Missions	4,000	10,000
Visitor Research	15,000	35,000
Media Tour Program	10,000	15,000
Market Audits & Reports (DE, FR, UK, CH)	10,000	10,000
French Translation	11,708	15,000
Destination Canada Partnership Programs	30,002	40,000
TOTAL	778,332	811,800

EXPENSES - Product Development

Product Development Administration	142,000	205,000
Training & Capacity Development Programs	95,748	80,000
Development Support Projects	95,752	160,000
Province of BC Projects	45,000	45,000
Province of AB Projects	75,000	75,000
IATC Expenses	357,333	330,000
Regional Aboriginal Tourism Coordinaton	86,190	150,000
Prov of SK Projects	37,500	75,000
ACOA Atlantic Region Project	60,260	50,000
TOTAL	994,783	1,170,000

TOTAL EXPENSES	3,170,728	3,560,400
NET GAIN/ (LOSS)	491,669	(8,400)

ABORIGINAL
TOURISM ASSOCIATION OF CANADA



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