



INDIGENOUS
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE
AUTOCHTONE
DU CANADA

MID TERM REPORT

APRIL 1 - SEPTEMBER 30, 2018

**Progress towards the
2018-2019 Action Plan
Key Performance Indicators**



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STRATEGIC PILLAR

DEVELOPMENT

Overall Goal

Encourage product development and investment in Canadian Indigenous tourism assets and products to remain competitive internationally.

KEY PERFORMANCE INDICATOR

Deliver product development support funding

Provide product development support funding to no fewer than 50 Indigenous tourism businesses in Canada leading them to Market-Ready and Export-Ready status.

2018-19 Progress To Date

Grant application process launched September 5, 2018



Partner with at least 3 organizations who will also provide funding support for this program.

2018-19 Progress To Date

Partners identified to support funding development program in region: Alberta Government, Tourism Saskatchewan, Tourism Ottawa



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.

2018-19 Progress To Date

Training program in development for Alberta entrepreneurs (tiered support for visitor ready to market ready; market ready to export ready)



KEY PERFORMANCE INDICATOR

Plan and deliver the 2018 International Indigenous Tourism Conference (IITC)

Deliver 2018 IITC in Saskatoon, Saskatchewan, in partnership with Whitecap Dakota First Nation.

2018-19 Progress To Date

October 30 & 31, 2018, partnership in negotiation with Saskatoon Tribal Council



Target 500 delegates for 2018 IITC including 150 delegates for Saskatchewan Development Day.

2018-19 Progress To Date

As of September 10, 2018: 111 delegates registered for IITC (includes Saskatchewan Day delegates); 40 delegates registered for Saskatchewan Day (does not include partners, board/ITAC Contractors, funders)



KEY PERFORMANCE INDICATOR

Provincial-Territorial Financial Support

Plan and implement financial support program for each of the 13 provinces and territories based on investment towards supporting growth and stability of Indigenous tourism associations.

2018-19 Progress To Date

Completed Contribution Agreements in:

- British Columbia
- Alberta
- Ontario
- Quebec
- Yukon
- Prince Edward Island
- Nova Scotia



KEY PERFORMANCE INDICATOR

Network of regional ITAC representatives

Hire (or maintain) a minimum of 3 regional tourism coordinators who will deliver and support specific development projects and programs within specific provinces or territories.

2018-19 Progress To Date

1. North: Ron Ostrom
2. Saskatchewan: Tracy Pascal
3. Atlantic: Robert Bernard, Atlantic Liaison & BDO Canada
4. NEW* Manitoba: coordinator position posted as of September 12, 2018



STRATEGIC PILLAR

MARKETING

Overall Goal

High-value, targeted marketing, research, media and sales efforts in partnership with Destination Canada to core and emerging markets; while delivering communications messaging on the positive community and cultural impacts of Indigenous tourism.

KEY PERFORMANCE INDICATOR

Deliver effective and targeted marketing program involving website, social media and travel trade channels

Increase number of Indigenous tourism experiences for sale in key markets by 10%.

2018-19 Progress To Date

28% increase businesses selling at RVC Canada May 2018 (41)



Increase total website users by 20%.

2018-19 Progress To Date

YTD Actual	Goal	Performance
239,896	20,075	(199%)




Increase total website engagement by 20%.

2018-19 Progress To Date

YTD Actual	Goal	Performance
3,880	2,050	(189%)




Increase total social media following by 20%.

2018-19 Progress To Date 


YTD Actual	Goal	Performance
2,617	1,575	(166%)

Increase total social media engagement by 20%.

2018-19 Progress To Date 

YTD Actual	Goal	Performance
66,818	70,800	(94%)

Develop at least 2 more Indigenous CSE applications.


2018-19 Progress To Date 

Pending

KEY PERFORMANCE INDICATOR


Build marketing and sales assets

Create photo asset management plan and add 100 photos to Destination Canada photo bank.

2018-19 Progress To Date 

Added 1,594 Images to the Brand Canada Library

Purchase Customer Relationship Management (CRM) software.

2018-19 Progress To Date 

Received quotes from Sugar CRM, Salesforce and Zoho

KEY PERFORMANCE INDICATOR

Key Account Strategy and Key Media Strategy

Invest in product development growth through co-operative advertising campaigns with 5 travel trade partners.

2018-19 Progress To Date

1. Jonview
2. Discover Holidays
3. Toundra
4. Dertour
5. Transat
6. Globe Trotter



Create new interactive map sales tool for international markets.

2018-19 Progress To Date

Pending



Create key media strategy, and survey 30 key media to identify areas of interest.

2018-19 Progress To Date

UK Project Scheduled November 2018 (WTM)



KEY PERFORMANCE INDICATOR

Focus on Investment in Assets, Storytelling and Features

Assist 25 ITAC members to develop photo assets.

2018-19 Progress To Date

13 members confirmed as of September 1, 2018



Create 2 new Indigenous Voices Videos.

2018-19 Progress To Date

1. Nat Geo Partnership: Montreal & Eeyou Istchee (September 2018)
2. Saskatoon (September 2018)
3. Toronto Cuisine (November 2018)
4. Interior British Columbia (December 2018)



KEY PERFORMANCE INDICATOR

Create media story ideas

Create 12 new themed story ideas.

2018-19 Progress To Date

Two features in new guidebook (wildlife & culture); rest planned for October 2018



KEY PERFORMANCE INDICATOR

Grow earned travel media coverage

\$3M in earned global media value with 10 feature articles in key markets of USA and Canada.

2018-19 Progress To Date

Directly attributed 25.6M in earned digital reach and 2.7M in earned broadcast reach across 21 content pieces



KEY PERFORMANCE INDICATOR

Invest in industry events to grow awareness and show support

Attend at least 8 international travel trade and/or media marketplaces.

2018-19 Progress To Date

1. RVC
2. Top Resa
3. Go Media
4. Showcase Canada Asia
5. ATWS
6. WTM
7. TravMedia
8. ITB



Facilitate at least 3 activations at key trade and/or media events.

2018-19 Progress To Date

1. RVC
2. Top Resa
3. ATWS



5 media stories as outcomes from media and trade shows.

2018-19 Progress To Date

Pending



STRATEGIC PILLAR

PARTNERSHIPS

Overall Goal

Unite the Indigenous tourism industry in Canada, bringing together members and key industry organizations to build collaboration and maximize results.

KEY PERFORMANCE INDICATOR

Expand Tourism Industry, Indigenous Support Organizations and Economic Development Partnership Agreements and Explore New Partnership Agreements

Expand and strengthen partnership agreements.

2018-19 Progress To Date

- Destination Canada (3/3): New 3 year agreement signed as of September 2018
- TIAC (2 of 3): Ongoing
- Parks Canada (1 of 3): Ongoing
- Adventure Travel Trade Association (2 of 3): Ongoing
- Travel Manitoba (2- 3): Ongoing
- Travel Alberta: Ongoing
- Government of Alberta (Alberta Culture & Tourism): Ongoing
- Tourism Saskatchewan: Expanded due to IITC
- Government of Northwest Territories: New as of September 2018
- Government of Nunavut: New Fall 2018
- AIANTA: Ongoing
- WED (Manitoba, Saskatchewan, Alberta): Ongoing
- INAC
- ACOA: Ongoing
- WINTA: Ongoing
- Tourism HR Canada: Ongoing



Explore new partnership and MOU agreements with: NACCA, CCAB, CAN-NOR, CANDO, AFN, Futurpreneur Canada.

2018-19 Progress To Date

New Agreements still being explored



KEY PERFORMANCE INDICATOR

Continue Collaborative Opportunities and Board & Committee Representation

Wherever possible, continue collaborative opportunities and Board and Committee representation with agencies and organizations appropriate for ITAC and its mandate.

2018-19 Progress To Date

CEO & Director of Marketing active with Destination Canada Committees: Northstar22, International Advisory & Communications Working Group; CEO on Tourism HR Canada board



KEY PERFORMANCE INDICATOR

Support Indigenous Representation on Major Canadian Tourism Industry Associations and Organizations

Achieve or maintain Indigenous representation on the Board of Directors of:

1. Destination Canada

2018-19 Progress To Date

Dave Laveau, DC Board



2. Tourism Industry Association of Canada

2018-19 Progress To Date

None



3. Tourism HR Canada

2018-19 Progress To Date

Keith Henry, Tourism HR Canada board



KEY PERFORMANCE INDICATOR

Establish Regional Coordinators to Assist Region-Specific Programs

Hire or maintain a minimum of 3 regional tourism coordinators.

2018-19 Progress To Date

1. North: Ron Ostrom
2. Saskatchewan: Tracy Pascal
3. Atlantic: Robert Bernard, Atlantic Liaison & BDO Canada
4. NEW* Manitoba: coordinator position posted as of September 12, 2018



KEY PERFORMANCE INDICATOR

Increase ITAC Membership

Increase ITAC Membership:

1. Total Members: 275

2018-19 Progress To Date

Total (+37%): 377



2. Voting Members: 150

2018-19 Progress To Date

Voting (+35%): 203



3. Upgraded Members: 75

2018-19 Progress To Date

Upgraded (-14%): 65



KEY PERFORMANCE INDICATOR

Support ITAC Market-Ready Marketing Upgrade Members

Reorganize membership program to provide benefits to ITAC Market-Ready Marketing Members to include development support for international markets and asset Development.

2018-19 Progress To Date

Complete: resulted in less upgraded members, but stronger overall membership numbers



Membership program to track Market-Readiness of members.

2018-19 Progress To Date

New membership required self-declarations, will be supported by new research initiatives



KEY PERFORMANCE INDICATOR

Increase email subscribers and Social Media Audience with Regular and Meaningful Content

Produce a minimum of 52 email newsletters of ITAC activities and a minimum of 20 news updates to the website and social media channels

2018-19 Progress To Date

- General ITAC email sent every Wednesday
- IITC email sent every Thursday: 36.4% open rate
- 35+ news stories posted to ITAC website as of September 1, 2018



STRATEGIC PILLAR

LEADERSHIP

Overall Goal

Positive industry awareness, advocacy and accountability to gain market respect, establish funder confidence, and build member support.

KEY PERFORMANCE INDICATOR

Partner with Provinces and Territories to Grow and Establish Indigenous Tourism Associations

Establish new associations or expand existing partnership agreements.:

2018-19 Progress To Date

- Quebec Aboriginal Tourism (existing): complete
- Yukon First Nations Culture & Tourism Association (existing): Ongoing, Fall 2018
- Ontario Indigenous Tourism Association (existing): October 2018
- Alberta Indigenous Tourism Association (new)
- Manitoba Indigenous Tourism Association (new)
- Atlantic Canada (new provincial associations and Atlantic region group): NSITEN, TIANB
- Saskatchewan Indigenous tourism working group: Ongoing
- Nunavut and Northwest Territories Indigenous tourism organization development: Nunavut: ongoing / Northwest Territories: September 25, 2018



KEY PERFORMANCE INDICATOR

Active ITAC Leadership in Indigenous Communities and the Tourism Industry.

20 community events across country.

2018-19 Progress To Date
Complete



10 tourism industry events across country.

2018-19 Progress To Date
Complete



KEY PERFORMANCE INDICATOR

Ensure Effective Financial Process for ITAC

Monthly financial reporting to treasurer.

2018-19 Progress To Date
Complete



Quarterly reporting provided to the board.

2018-19 Progress To Date
Complete



Continue refining organizational policies and procedures.

2018-19 Progress To Date
Complete



Create interim economic assessment against objectives of Five Year Plan.

2018-19 Progress To Date
Research in partnership with Conference Board of Canada to be released October 30, 2018



KEY PERFORMANCE INDICATOR

Explore Direct Sales for ITAC Market-Ready Members

Investigate opportunities to facilitate and support direct sales and packaging of Market-Ready member experiences, services and products.

2018-19 Progress To Date

Packaging website launched May 2018, \$25,000 in sales to date



KEY PERFORMANCE INDICATOR

Support Networking Opportunities and Regional Participation in Industry Meetings

Host a minimum of 10 industry networking opportunities for industry.

2018-19 Progress To Date

Hosted industry events in Manitoba (4), Alberta (2), Saskatchewan (5)



Facilitate a minimum 15 opportunities for ITAC Board Members to participate in provincial and territorial meetings or events, gatherings, forums – etc.

2018-19 Progress To Date

Supported board member participation at events in all provinces and territories



KEY PERFORMANCE INDICATOR

Protect and Promote Authenticity of Indigenous Tourism Experiences in Canada

Examine options and partnerships to develop authenticity legislation supporting authentic Indigenous arts protocols.

2018-19 Progress To Date

Tasked to Director of Strategic Initiatives as of September 2018



KEY PERFORMANCE INDICATOR

Active ITAC Leadership in Indigenous Tourism Issues and Challenges as well as Conflict Mediation, Negotiations and Resolutions

ITAC to respond to and participate in discussions, negotiations and mediation (where appropriate) to assist with conflicts or challenges relating to Indigenous tourism in Canada.

2018-19 Progress To Date

Crisis communications strategy approved and updated



KEY PERFORMANCE INDICATOR

Governance and Board of Directors Management

Media training for ITAC spokespeople. Facilitate internal communications protocols and training.

2018-19 Progress To Date

Complete



2018-2019

BUDGET



BALANCE SHEET AS AT 2018-09-30**ASSET** - Current Assets

BMO Chequing Bank Account	(434,568)	
Deposits from Stripe	9,623	
Total Cash		(424,945)
Accounts Receivable	99,058	
Total Receivable		99,058
Prepaid Expenses		125,000
TOTAL		(200,888)

ASSET**(200,888)****LIABILITY** - Current Liabilities

Accounts Payable		342,399
Credit Card Payables		(6,654)
GST/HST Charged on Sales	23,448	
GST/HST Paid on Purchases	(95,062)	
GST/HST Owing (Refund)		(71,615)
TOTAL		264,131

EQUITY - Owners Equity

Retained Earnings - Previous Year		20,837
Current Earnings		(485,856)
Total Owners Equity		(465,019)
TOTAL		(465,019)

LIABILITIES AND EQUITY**(200,888)**

INCOME STATEMENT 2018-04-01 TO 2018-09-30**REVENUE**

Funding - Destination Canada		80,000
Funding - ACOA Atlantic Canada		4,167
Funding - SPI INAC	300,000	
Funding - AEP INAC	1,084,468	
Funding - INAC		1,384,468
Funding - Province of Alberta		162,927
Funding - Province of Saskatchewan		49,500
Funding - Travel Manitoba		50,000
ITAC Memberships		4,670
IITC - Registrations & Marketplace		3,269
IITC - Sponsorships		112,500
Cost Share Contribution - RVC		60,740
Travel Sponsor & Miscellaneous Revenue		33,732
TOTAL		1,945,973

TOTAL REVENUE**1,945,973****EXPENSES - General & Administrative**

Administration - Main Office		304,975
Office Expenses		50,915
Board Expenses		78,470
Travel Expenses		60,951
Partnership Presentation		31,073
Development & Strategic Planning		17,616
Indigenous Culinary Tourism		62,437
Legal		38,228
Event Sponsorship		9,895
Membership Dues		50,000
Corporate Communication & Research		68,335
TOTAL		772,896

INCOME STATEMENT 2018-04-01 TO 2018-09-30 (CONTINUED)**EXPENSE - Marketing & Sales**

Administration - Marketing & Sales		107,855
Indigenous RTO		10,000
Digital/Online Support & Web Hosting/IT Support		63,757
CRM/Digital Asset Management		1,550
Creative Design & Production		8,963
Content Development		17,045
Media Relations & PR		32,700
Advertising		29,187
Attend Trade Shows/Conferences		216,003
Media Tour Program & Travel Trade Fam Hosting		9,132
DC US Campaign & AFAR Campaign		177,492
Guide Book		59,758
TOTAL		733,442

EXPENSE - Product Development

Administration - Development		198,300
Provincial/Territorial Support Investments		460,631
Training & Capacity Dev. Programs		1,000
IITC Expenses		46,704
Atlantic Region Projects		72,650
Alberta Projects		34,920
Manitoba Projects		76,618
Saskatchewan Projects		34,668
TOTAL		925,491

TOTAL EXPENSE	2,431,829
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NET GAIN/(LOSS)	(485,856)
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CURRENT PROJECTED VS APPROVED BUDGET

REVENUE	Current Projected Budget*	Approved Budget
INAC - AEP	2,586,720	2,600,000
INAC - SPI	600,000	600,000
ISED - CCYT	455,000	150,000
RVC - Cost Share Registrations	60,000	60,000
ITAC Memberships	35,000	35,000
Parks Canada	50,000	50,000
Destination Canada	300,000	75,000
IITC Registrations & Marketplace	130,000	130,000
IITC Sponsorship	130,000	130,000
IITC INAC	170,000	200,000
Tourism HR Canada	25,000	25,000
Western Economic Diversification Canada (Alberta, Manitoba, Saskatchewan)	200,000	200,000
Government of Alberta	162,927	179,064
Government of Saskatchewan - Tourism Saskatchewan	60,000	60,000
Manitoba INAC	0	380,000
Travel Manitoba	50,000	50,000
ACOA Atlantic Canada	100,000	220,000
ACOA Provincial Contribution	25,000	0
Travel Sponsor & Miscellaneous	20,000	20,000
TOTAL	5,159,647	5,164,064
TOTAL REVENUE	5,159,647	5,164,064

† Including Deferred Revenue

* Current Projected Budget:
 (Actual to September 30, 2017) +
 (October 2017 to March 2018 Budget) +
 (Additional Revenues/Funding in Fiscal Year 17/18)

EXPENSES - Administration,

Leadership & Partnerships

Current Projected Budget*

Approved Budget

	Current Projected Budget*	Approved Budget
Administration - Main Office	646,200	646,200
Office Expenses	175,500	175,500
Board Expenses	150,000	150,000
Event Sponsorship	20,000	20,000
Staff Travel	110,000	110,000
Partnership Presentation	40,000	40,000
Development & Strategic Planning	15,000	15,000
Indigenous Culinary Tourism	74,470	0
Legal	53,000	53,000
Audit	15,000	15,000
Membership dues	55,000	55,000
Board Development	15,000	15,000
AGM Expenses	7,500	7,500
Corporate Communication & Research	23,000	25,000
Promotional Items	10,000	10,000
Operations Contingency	10,000	10,000
TOTAL	1,419,670	1,347,200

EXPENSES - Marketing & Sales

Current Projected Budget*

Approved Budget

	Current Projected Budget*	Approved Budget
Administration - Marketing & Sales	207,000	207,000
Indigenous RTO	50,000	50,000
Online Support & Web/Hosting IT Support	90,000	90,000
CRM/Digital Asset Management	30,000	30,000
Attend Trade Shows/Conferences	250,000	250,000
Content Development	125,000	125,000
Media Relations & PR	60,000	60,000
Advertising	100,000	100,000
Creative Design & Production	28,000	28,000
Guide Book	75,000	75,000
Media Tour Program & Travel Trade Fam Hosting	30,000	30,000
Market Audits & Reports (DE, FR, UK, CH)	15,000	15,000
DC US Campaign & AFAR Campaign	271,000	271,000
Marketing & Sales Contingency	5,000	5,000
TOTAL	1,336,000	1,336,000

EXPENSES - Development	Current Projected Budget*	Approved Budget
Administration - Development	509,000	509,000
Development Support Projects	300,000	300,000
Provincial/Territorial Support Investments	795,000	720,000
Training & Capacity Development Programs	70,000	70,000
IITC Expenses	430,000	430,000
Atlantic Region Projects	50,000	50,000
Alberta Projects	175,000	220,000
Manitoba Projects	50,000	50,000
Saskatchewan Projects	125,000	125,000
Development Contingency	5,000	5,000
TOTAL	2,509,000	2,479,000

TOTAL EXPENSES	5,264,670	5,162,200
NET GAIN/ (LOSS)	(105,023)	1,864



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