



**INDIGENOUS**  
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

# MID-TERM REPORT

APRIL 1 - SEPTEMBER 30, 2020

**Progress Towards the  
2020-21 Action Plan  
Key Performance Indicators**

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## STRATEGIC PILLAR

# DEVELOPMENT

### Overall Goal

Ensure the sustainability of ITAC's market-ready and export-ready tourism businesses.

#### KEY PERFORMANCE INDICATOR

### Member Support and Engagement

**Provide COVID-19 stimulus funding to a minimum of 50 export-ready or market-ready members.**

#### 2020-21 Progress to Date

Complete. Supported more than 670 businesses across readiness levels.



**Delivery of stimulus funding support program by May 2020.**

#### 2020-21 Progress to Date

Complete. Intakes for applications in April, 2020 and August, 2020.



KEY PERFORMANCE INDICATOR

## Provincial-Territorial Support and Representation

**Plan and implement a financial support program for each of the 13 provinces and territories.**

### 2020-21 Progress to Date

Intake finalized April 2020. Payments and schedule issued to all provincial and territorial partners with associations in good standing.



**Increase coordination of COVID-19 response and recovery with regional Indigenous tourism associations.**

### 2020-21 Progress to Date

Ongoing through enhancement of funding for all associations in 2020; meetings every two weeks to discuss issues and share solutions as COVID-19 impacts continue.

**Host 2 provincial and territorial partner planning table conference calls.**

### 2020-21 Progress to Date

Complete. 9 have been hosted since April 2020.



**Maintain 3 Regional Tourism Coordinator contracts.**

### 2020-21 Progress to Date

Ongoing through continuation of contracts in 2020.

KEY PERFORMANCE INDICATOR

## International Indigenous Tourism Conference (IITC)

**Re-establish IITC as a sustainable Indigenous tourism conference in 2021.**

### 2020-21 Progress to Date

Discussions ongoing with Winnipeg as the next host city.

STRATEGIC PILLAR

# MARKETING

## Overall Goal

Ensure our marketing efforts are robust and future proof in order to effectively deploy them once the pandemic has run its course. Assist and equip members with the training, tools and education they will need to restart their marketing efforts.

KEY PERFORMANCE INDICATOR

## Member Support and Engagement

**Deliver webinars to members with training on marketing plans, digital and working with travel trade and media.**

### 2020-21 Progress to Date

6 webinars have been done to date in this fiscal year: 1 campfire chat with Media, 1 webinar on sales and travel trade with Jonview, 1 culinary cooking show, 1 Airbnb webinar, 1 Free marketing tools, and 1 how to sell online with ITAC.



**Work with members to make their products purchasable online.**

### 2020-21 Progress to Date

Promotional document created, Meridian skin changed to fit Destination Indigenous, on-boarding of members is on-going, new section on Destination Indigenous has been added to promote packages.



KEY PERFORMANCE INDICATOR

## Digital Marketing

**Maintain web and social engagement by promoting “feel good” and awareness content.**

### 2020-21 Progress to Date

Overall social media engagement is 152% of the target for the year and website engagement is 486% over target for the year. With the Escape from Home campaign, ITAC has been very successful in targeting the right audience in the right location and has achieved tremendous results. ITAC's objective was to maintain a 20% increase over last year's numbers.



**Create a new online marketing campaign introducing storytellers, artists, chefs, and other “feel good” content.**

### 2020-21 Progress to Date

ITAC has successfully run a 7-week Escape from Home domestic marketing campaign showcasing amazing Indigenous experiences across the country that are open. An independent report with key insights has been prepared.



**Partner with Destination Canada on future co-op marketing campaigns.**

### 2020-21 Progress to Date

Destination Canada (DC) pivoted to domestic promotion as a result of COVID-19. ITAC collaborated with DC on:

- Expedia
- Marketing funding support for provincial and territorial Indigenous tourism associations
- Trade & Consumer Virtual Travel Show



KEY PERFORMANCE INDICATOR

## Marketing and Sales Tools

**Publish a digital version of the Nations lifestyle magazine in English and French.**

### 2020-21 Progress to Date

The digital Nations magazine is near completion. A draft of the magazine will be shared with Board and executive management for final input. Scheduled to be released and promoted in early November.

**Ensure all relevant marketing tools and programs are available to members on the association’s website.**

### 2020-21 Progress to Date

The new association website will be completed mid-December 2020. ITAC has received feedback from its team, members, partners and board on their expectations and what to feature in the website.

KEY PERFORMANCE INDICATOR

## Digital Assets

**Partner with the 8 regional Indigenous tourism associations to develop new digital assets.**

### 2020-21 Progress to Date

BC, NWT, YK (received), QC (received), ON (received), AB, NB (received), NS (received), NU, MB — all ongoing.

**Maintain support for 25 members for the development of new photo assets.**

### 2020-21 Progress to Date

To date, 10 businesses have taken advantage of the asset subsidy program. Many members are also doing photography and revamping their images with Stimulus Grant funding money. ITAC has also captured new images of its members via the Escape from Home campaign.



**Gather and shoot B-Roll of Indigenous tourism for 2021 videos.**

### 2020-21 Progress to Date

Contract was awarded to Apollina Productions. The full content capture has been completed. First draft of the video is expected end of November for a full release scheduled for Spring 2021.



KEY PERFORMANCE INDICATOR

## Travel Trade and Media

**Publish quarterly media e-newsletter.**

### 2020-21 Progress to Date

2 media newsletters have been issued since April 1. ITAC also has a Facebook group where staff interact with influencers, bloggers and media.

**Publish quarterly trade e-newsletter.**

### 2020-21 Progress to Date

To date, ITAC has issued 2 e-newsletter to trade partners and has started a Facebook Group for continual exchange with them.

KEY PERFORMANCE INDICATOR

## Indigenous Tourism Research

**Partner with Destination Canada to grow awareness of the Conference Board of Canada research.**

### 2020-21 Progress to Date

ITAC completed the initial COVID-19 economic impact study with the Conference Board of Canada and decided to do a full inventory and economic impact analysis of the industry (began end of September, will end in March. Also, ITAC partnered with Insignia Research on the perceptions of Canadians towards Indigenous tourism to help us understand the current dynamic and to learn what we need to improve in order to be fully effective with this market and in communicating with locals.



**STRATEGIC PILLAR**

# LEADERSHIP

## Overall Goal

Secure stimulus funding to support Indigenous businesses and associations in order to maximize their GDP contribution, during and after the COVID-19 pandemic.

**KEY PERFORMANCE INDICATOR**

## Member Support and Engagement

**Secure stimulus funding to support members.**

### 2020-21 Progress to Date

\$16 Million Secured as of August 19th, 2020 and \$16 Million accounted for by September 30, 2020.



**Host 15 “live” videos for members that showcase tools to help them stay viable through COVID-19.**

### 2020-21 Progress to Date

11 Facebook Live Events have taken place since April 1, 2020

KEY PERFORMANCE INDICATOR

## Establish ITAC as an Industry Leader

**Participate at the Canadian Council of Tourism Ministers and Federal Tourism Working Group.**

2020-21 Progress to Date

Continuation of sitting on this committee throughout 2020

**Partner with Provinces and Territories to maintain regional Indigenous tourism associations.**

2020-21 Progress to Date

Efforts continue to take place in this area; 1 Provincial partnership has been severed.

**Host 1 online Provincial and Territorial Planning Meeting.**

2020-21 Progress to Date

7 zoom meetings have taken place since April.



**Host 1 in-person Provincial and Territorial Planning Meeting.**

2020-21 Progress to Date

TBD. Travel is discontinued for the foreseeable future.

KEY PERFORMANCE INDICATOR

## 2019-24 Acceleration Strategy

**Secure 2 new private sector industry partners to support the growth of Indigenous tourism across Canada.**

2020-21 Progress to Date

1 new partnership agreement in place with YVR September 3, 2020.



KEY PERFORMANCE INDICATOR

## International Reputation

**Maintain relationships with international partners In Chile, Australia, New Zealand, and the US.**

2020-21 Progress to Date

Growing and nurturing these relationships via digital conferencing and engagement.



KEY PERFORMANCE INDICATOR

## Legislation, Challenges and Research

**Work with partners to develop legislation supporting authentic Indigenous arts protocols.**

2020-21 Progress to Date

On going discussions with PCH with the authenticity of products and programming of Indigenous Goods in Canada.

**Participate in discussions, negotiations and mediation to assist with conflicts or challenges relating to Indigenous tourism in Canada.**

2020-21 Progress to Date

Advocacy for the Indigenous tourism industry and Indigenous communities in the face of COVID-19 to support sustainability and recovery and equal access to federal support.



**Deliver 4 presentations to federal, provincial & territorial partners to report the economic value of Indigenous tourism in Canada.**

2020-21 Progress to Date

3 out of 4 complete.

KEY PERFORMANCE INDICATOR

## Reporting for Partners

**Create cross-departmental efficiencies through effective reporting systems.**

2020-21 Progress to Date

Weekly leadership meetings are in progress and continuing.

**Implement standardized reporting for provincial & territorial partners.**

2020-21 Progress to Date

iTotem reporting completed to enable succinct P/T Reporting.



KEY PERFORMANCE INDICATOR

## Ensure Effective Processes

**Continue monthly financial reporting to the Board and Treasurer.**

2020-21 Progress to Date

Ongoing.

**Continue to refine organizational policies and procedures.**

2020-21 Progress to Date

Board manual updates and Board policy updates underway.

**Refine and implement ITAC HR Plan 2020-21.**

2020-21 Progress to Date

New HR Plan implemented.



**STRATEGIC PILLAR**

# PARTNERSHIPS

## Overall Goal

Ensure the sustainability of regional Indigenous tourism associations across the country.

**KEY PERFORMANCE INDICATOR**

### ITAC Membership

**Maintain total ITAC membership at 700.**

2020-21 Progress to Date

There are currently 887 Members.



**Maintain total Voting Members at 300.**

2020-21 Progress to Date

There are currently 483 Voting Members.



**KEY PERFORMANCE INDICATOR**

### Grow and Expand Partnerships

**Expand and strengthen existing partnerships and MOUs.**

2020-21 Progress to Date

–

**Explore new partnership and MOU opportunities.**

2020-21 Progress to Date

–

KEY PERFORMANCE INDICATOR

## Collaboration, Representation and Networking

Continue to support Indigenous representation and participation in major tourism associations and organizations.

2020-21 Progress to Date

-

Host 10 digital networking opportunities for industry.

2020-21 Progress to Date

-

Facilitate 15 digital networking opportunities for the ITAC Board.

2020-21 Progress to Date

-

KEY PERFORMANCE INDICATOR

## Corporate Communications

Publish 52 email newsletters showcasing ITAC activities.

2020-21 Progress to Date

In total, 59 total email newsletters sent.



Publish 20 website updates showcasing ITAC activities.

2020-21 Progress to Date

There are 34 News Updates on the Corporate Website.



Publish 100 social media updates showcasing ITAC activities.

2020-21 Progress to Date

115 Corporate Twitter posts & 50 LinkedIn posts were made.



**STRATEGIC PILLAR**

# STRATEGIC

## Overall Goal

Sustain the Indigenous tourism industry across Canada by securing ongoing funding support.

### KEY PERFORMANCE INDICATOR

## Canadian Experience Fund (CEF)

**Market Preparedness: ITAC National Guidelines utilized by all members as a resource to sustain business operations.**

### 2020-21 Progress to Date

ITAC has condensed current membership based on guidelines, and aligned all membership with their active status of readiness.

**Marketing: Destination Indigenous websites expand to five languages once international tourism marketing restarts.**

### 2020-21 Progress to Date

Currently available in English and French. The additional languages will not be added until the next fiscal year.

**Partnership: RISE is recognized by members as the tool to grow the capacity of their companies, products and programs.**

### 2020-21 Progress to Date

Final stages of COVID-19 Based RISE program in progress. THRC completing back end by September 15, 2020.

**Culinary: 8 digital culinary events highlighting ICAN chefs are delivered and covered by national media.**

### 2020-21 Progress to Date

4 projects have been completed to date.



KEY PERFORMANCE INDICATOR

## Pan Atlantic Strategy

**Market Preparedness: 7 identified companies will be export-ready by March 31, 2021.**

### 2020-21 Progress to Date

9 companies have been identified.

**Marketing: 7 identified companies will be Marketing Upgrade members and have effective digital assets.**

### 2020-21 Progress to Date

9 companies have been identified and prepared via upgrade.

**Leadership: All 25 assessed organizations in Atlantic Canada will have elevated capacities.**

### 2020-21 Progress to Date

Continuation of progress. Pivoted deliverable based on COVID-19.

**Partnership: Atlantic Canada partners continue to see the value in partnering with ITAC.**

### 2020-21 Progress to Date

Partnership is expanding and the relevance is evermore important due to the COVID-19.

## STRATEGIC PILLAR

# CULINARY

### Overall Goal

Provide a platform for culinary and cultural storytelling through a nationwide Indigenous culinary strategy. Sustain the Indigenous Culinary of Associated Nations.

#### KEY PERFORMANCE INDICATOR

### Establish ICAN as Industry Leader

#### Develop the Indigenous Culinary Ambassador network.

##### 2020-21 Progress to Date

The IndigenousCuisine.ca website has been completed and features a map of Indigenous culinary experiences. A PDF culinary directory for tourism industry, media, trade and events is still in progress.

#### Develop Indigenous culinary content.

##### 2020-21 Progress to Date

Launched IndigenousCuisine.ca consumer facing website in June 2020. It features blogs, recipes and experiences, plus culinary integration into Escape from Home summer campaign as well as provincial marketing activations.

#### Continue strategic planning and fundraising for community culinary projects.

##### 2020-21 Progress to Date

In Progress:

- ICAN first Annual General Meeting held August 17, 2020. Performance report for Year One activities (August 2019 - August 2020) and 2019-2020 budget motions carried.
- New addition to ICAN board of Inuit representation with Chef Sheila Flaherty from Iqaluit.
- Plan and budget for October 2020 – March 31 2021 approved by ICAN board October 6 2020
- Indigenous Feast Boxes charitable program for during COVID-19 for Indigenous people and families in need distributed over the course of the summer and into fall.

KEY PERFORMANCE INDICATOR

## Taste of the Nations Experiences

**Partner with community colleges to deliver education and training tools.**

### 2020-21 Progress to Date

Board Chair Joseph Shawana worked with Centennial College in Toronto and launched in September a new Indigenous culinary curriculum for fall semester for expansion of program into other colleges and schools in other locations in Canada.

**Publish 12 Indigenous culinary content pieces via traditional and social media.**

### 2020-21 Progress to Date

Launched IndigenousCuisine.ca consumer facing website in June 2020, and a virtual cookoff during the COVID-19 crisis period. The cookoff was viewed over 30,000 times. With shares and other engagements, the campaign reached a total of 170,000 people.



**Partner with domestic or international travel media to publish 10 Indigenous culinary stories.**

### 2020-21 Progress to Date

22 News stories (<https://docs.google.com/spreadsheets/d/1Nd3era62tF9QYb9hXpuweblQIZf-zcsak-nGmMWplRk/edit?usp=sharing>)



2020-2021

# FINANCIALS

**CURRENT PROJECTED VS APPROVED BUDGET**

<b>REVENUE</b>		Apr-Sep 2020 Projection	Apr-Sep 2020 Actual	COVID-19 Stimulus Budget Fiscal Year 2020/2021
INAC AEP - Existing Agreement	2,420,000			
INAC AEP - Additional Stimulus Funds	1,000,000			
INAC AEP - Stimulus Grant Program + Admin	15,000,000			
Total INAC - AEP	18,420,000	18,000,000	18,000,000	18,420,000
INAC - SPI		13,634	35,000	35,000
Canadian Experiences Fund		348,931	636,837	1,636,837
RVC - Cost Share Registrations		0	0	0
ITAC Memberships		891	0	594
Parks Canada		0	0	50,000
Destination Canada		1,050,000	1,050,000	1,650,000
IITC Registrations & Marketplace		11,984	11,984	11,984
IITC Sponsorship		20,000	20,000	20,000
Tourism HR Canada		0	0	0
Government of Saskatchewan - Tourism SK		0	60,000	215,000
Travel Manitoba		39,000	0	85,000
ACOA Atlantic Canada		0	0	100,000
ACOA Provincial Contribution		0	0	25,000
Travel Sponsor & Miscellaneous Revenue		5,176	0	20,000
<b>TOTAL REVENUES</b>		<b>19,925,982</b>	<b>20,228,821</b>	<b>22,834,415</b>

<b>EXPENSES</b> - Administration	Apr–Sep 2020 Projection	Apr–Sep 2020 Actual	COVID-19 Stimulus Budget Fiscal Year 2020/2021
Administration - Main Office	468,195	384,135	1,070,770
Insurance	0	0	1,500
Materials & Supplies	2,260	11,250	18,750
Staff Travel	7,626	16,000	40,000
Membership Support Expenses	279	0	144
Office Rent	61,383	63,000	126,000
Bank Charges & Interest	1,834	9,500	17,000
Phone/Fax/Cell/Internet	7,761	10,000	20,000
Legal	27,449	44,500	96,500
Audit	0	20,000	35,000
Postage/Shipping	261	4,400	6,800
Office Equipment	10,086	9,600	12,000
Membership dues	65,572	45,000	90,000
Board Expenses	19,900	1,400	3,500
Board Travel	2,240	10,000	25,000
AGM Expenses	0	0	0
HR Consultant	1,500	8,000	20,000
Payroll Service Fees	3,008	3,500	7,000
Promotional Items	0	0	0
Office Technology	100,509	85,000	100,000
EI, CPP, WCB, & Employee Benefits	36,436	40,000	80,000
Reinvestment Plan	65,000	65,000	130,000
Operations Contingency	49,000	12,500	50,000
<b>TOTAL ADMINISTRATION</b>	<b>930,300</b>	<b>842,785</b>	<b>1,949,964</b>

<b>EXPENSES</b> - Leadership & Partnerships	Apr–Sep 2020 Projection	Apr–Sep 2020 Actual	COVID-19 Stimulus Budget Fiscal Year 2020/2021
Event Sponsorship	0	0	10,000
Partnership Presentation	15,065	10,000	25,000
Development & Strategic Planning	1,570	19,600	49,000
Indigenous Culinary Tourism	48,268	75,000	150,000
Corporate Communication & Research	193,546	174,000	202,500
<b>TOTAL LEADERSHIP &amp; PARTNERSHIPS</b>	<b>258,449</b>	<b>278,600</b>	<b>436,500</b>

<b>EXPENSES - Marketing &amp; Sales</b>	Apr-Sep 2020 Projection	Apr-Sep 2020 Actual	COVID-19 Stimulus Budget Fiscal Year 2020/2021
Administration - Marketing & Sales	139,870	139,250	278,500
Indigenous RTO	22,800	35,000	65,000
Attend Trade Shows/Conferences	3,999	0	8,000
Content Development	49,994	25,000	46,000
Media Relations & PR	36,514	57,900	115,800
Digital/Online Support	65,002	46,200	112,400
Web Hosting & IT Support	6,236	18,002	32,500
CRM/Digital Asset Management	23,356	24,900	49,800
Advertising	36,780	37,600	63,200
Creative Design & Production	56,238	50,000	80,000
Guide Book	17,885	2,850	45,700
Media Tour Program	0	0	0
Travel Trade Fam Hosting	2,081	0	0
Destination Canada Partnership Programs	430,301	709,000	721,000
Marketing & Sales Contingency	0	28,200	56,400
Destination Indigenous	87,081	134,000	263,000
Membership Cost	0	5,000	5,000
Escape From Home Campaign	113,684	168,000	447,000
COVID-19 Virtual Training/Sessions/ Webinars/Videos	15,075	19,000	57,000
<b>TOTAL MARKETING &amp; SALES</b>	<b>1,106,898</b>	<b>1,499,902</b>	<b>2,446,300</b>

<b>EXPENSES - Development</b>	Apr-Sep 2020 Projection	Apr-Sep 2020 Actual	COVID-19 Stimulus Budget Fiscal Year 2020/2021
Administration - Development	196,459	187,500	468,600
Development Support Projects - Stimulus Funds	2,738,325	1,400,000	16,232,450
Provincial/Territorial Support Investments	374,991	404,144	1,112,000
IITC Expenses	35,231	35,800	35,800
Provincial/Territorial Special Projects	21,410	56,250	150,000
Stimulus Fund Administrative Costs	105,279	0	0
Development Contingency	0	0	0
<b>TOTAL DEVELOPMENT</b>	<b>3,471,695</b>	<b>2,083,694</b>	<b>17,998,850</b>

<b>TOTAL EXPENSES</b>	<b>5,767,342</b>	<b>4,704,982</b>	<b>22,831,614</b>
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<b>TOTAL NET GAIN / (LOSS)</b>	<b>14,158,640</b>	<b>15,523,839</b>	<b>2,801</b>
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**STIMULUS FUNDS DISTRIBUTION AS OF OCTOBER 7, 2020**

P/T	Phase 1 & 2		Phase 3		Phase 4		Phase 5		Grand Total	
	# of Businesses	\$	# of Bus.	\$	# of Bus.	\$	# of Bus.	\$	# of Bus.	\$
AB	14	220,000	5	125,000	4	95,000	3	75,000	26	515,000
BC	18	277,500	14	337,000	5	122,755	0	-	37	737,255
MB	4	64,375	5	115,000	4	60,610	1	25,000	14	264,985
NB	2	27,500	0	-	0	-	0	-	2	27,500
NL	4	46,875	0	-	2	50,000	0	-	6	96,875
NT	5	61,875	5	125,000	1	25,000	0	-	11	211,875
NS	2	18,750	0	-	1	25,000	0	-	3	43,750
NU	0	-	1	25,000	1	25,000	0	-	2	50,000
ON	6	71,250	9	225,000	9	225,000	3	75,000	27	596,250
PEI	0	-	0	-	0	-	0	-	0	-
QC	25	419,375	1	25,000	0	-	0	-	26	444,375
SK	2	15,500	5	125,000	1	25,000	3	75,000	11	240,500
YT	5	62,500	1	25,000	0	-	0	-	6	87,500
<b>GRAND TOTAL</b>	<b>87</b>	<b>1,285,500</b>	<b>46</b>	<b>1,127,000</b>	<b>28</b>	<b>653,365</b>	<b>10</b>	<b>250,000</b>	<b>171</b>	<b>3,315,865</b>



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