



**INDIGENOUS**  
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

## **2018-2019 ACTION PLAN**

**Action Plan for Year 3 of the 5 Year Plan:  
Key Performance Indicators**

April 1, 2018 — March 31, 2019

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## A MESSAGE FROM KEITH HENRY

At the **Indigenous Tourism Association of Canada (ITAC)** we are entering year three of our five year plan: *The Path Forward 2016-2021*, and we have more momentum than ever. After such significant growth in year two, year three is set up for major growth and success for the Indigenous tourism industry in Canada. Our programs continue to be based in our key pillars of development, marketing, partnership and leadership and address the needs Indigenous tourism businesses in Canada face every day. In addition, visitor demands continue to grow for authentic Indigenous tourism experiences, and ITAC's partnerships with Destination Canada and the entire tourism industry across Canada strengthen.

This report outlines the key performance indicators we have set as targets for the 2018–19 fiscal year. A key plan for this year is to update the guiding research for our organization to measure the economic growth against ITAC's five year targets, which are:

- **Revenues** — Increase of \$300 million in annual Canadian GDP from Indigenous tourism by 2021;
- **Jobs** — Total of 40,233 Indigenous tourism workers by 2021;
- **Businesses** — 50 new Indigenous tourism operators at Export-Ready status by 2021.

We look forward to a great year with our members across Canada and our partners from all over the world: working together for the success of Indigenous tourism businesses is a win for all of us.

Thank you,

**Keith Henry**

*President & CEO*

*Indigenous Tourism Association of Canada*



**Keith Henry**

*President & Chief Executive Officer,*  
**Indigenous Tourism Association of Canada**

# ITAC BUDGET 2018/19

(Five Year Plan: Year 3)

Department	Budget
Marketing	\$1,165,000
Development	\$2,375,000
Partnerships & Leadership	\$1,379,000
<b>TOTAL</b>	<b>\$4,919,000</b>

## OVERVIEW

### PILLARS, TARGETS, OPPORTUNITIES & MEASURES.

#### Key Opportunities Identified in the Five-Year Plan:

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

#### Additional Measures of Success

- Levels of positive awareness of ITAC and Indigenous tourism experiences;
- Levels of positive engagement with target markets, both 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.

## DEVELOPMENT

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

Key Priorities, Projects, & Programs	2018/19 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;
	Partner with at least 3 organizations who will also provide funding support for this program.
Aid and Support for Workshops and Capacity Development Programs	Successfully implement training and capacity development projects or programs in 3 provinces or territories of Canada involving at least 30 businesses.
Plan and Deliver the 2018 International Indigenous Tourism Conference (IITC)	Deliver 2018 IITC in Saskatoon, Saskatchewan, in partnership with Whitecap Dakota First Nation;
	Target 500 delegates for 2018 IITC including 150 delegates for Saskatchewan Development Day
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.
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

## 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 Priorities, Projects, & Programs	2018/19 Key Performance Indicator
<b>Deliver Effective and Targeted Marketing Programs Involving Website, Social Media and Travel Trade Channels</b>	Increase number of Indigenous tourism experiences for sale in key markets by 10%;
	Increase total website users by 20%;
	Increase total website engagement by 20%;
	Increase total social media following by 20%;
	Increase total social media engagement by 20%;
	Develop at least 2 more Indigenous CSE applications.
<b>Build Marketing and Sales Assets</b>	Create photo asset management plan and add 100 photos to Destination Canada photo bank;
	Purchase Customer Relationship Management (CRM) software.
<b>Key Account Strategy and Key Media Strategy</b>	Invest in product development growth through co-operative advertising campaigns with 5 travel trade partners;
	Create new interactive map sales tool for international markets;
	Create key media strategy, and survey 30 key media to identify areas of interest.
<b>Focus on Investment in Assets, Storytelling and Features</b>	Assist 25 ITAC members to develop photo assets;
	Create 2 new Indigenous Voices Videos.
<b>Create Media Story Ideas</b>	Create 12 new themed story ideas.
<b>Grow Earned Travel Media Coverage</b>	\$3M in earned global media value with 10 feature articles in key markets of USA and Canada.
<b>Invest in Industry Events to Grow Awareness and Show Support</b>	Attend at least 8 international travel trade and/or media marketplaces. Facilitate at least 3 activations at key trade and/or media events. 5 media stories as outcomes from media and trade shows.

## LEADERSHIP

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

Key Priorities, Projects, & Programs	2018/19 Key Performance Indicator
<p><b>Partner with Provinces and Territories to Grow and Establish Indigenous Tourism Associations</b></p>	<p>Establish new associations or expand existing partnership agreements with:</p> <ul style="list-style-type: none"> <li>○ <i>Quebec Aboriginal Tourism</i> (existing);</li> <li>○ <i>Yukon First Nations Culture &amp; Tourism Association</i> (existing);</li> <li>○ <i>Ontario Indigenous Tourism Association</i> (existing);</li> <li>○ <i>Alberta Indigenous Tourism Association</i> (new);</li> <li>○ <i>Manitoba Indigenous Tourism Association</i> (new);</li> <li>○ Atlantic Canada (new provincial associations and Atlantic region group);</li> <li>○ Saskatchewan Indigenous tourism working group;</li> <li>○ Nunavut and Northwest Territories Indigenous tourism organization development.</li> </ul>
<p><b>Active ITAC Leadership in Indigenous Communities and the Tourism Industry</b></p>	<p>ITAC is to attend no less than:</p> <ul style="list-style-type: none"> <li>○ 20 community events across country;</li> <li>○ 10 tourism industry events across country.</li> </ul>
<p><b>Ensure Effective Financial Process for ITAC</b></p>	<p>Monthly financial reporting to treasurer;</p>
	<p>Quarterly reporting provided to the board;</p>
	<p>Continue refining organizational policies and procedures.</p>
	<p>Create interim economic assessment against objectives of Five Year Plan</p>
<p><b>Explore Direct Sales for ITAC Market-Ready Members</b></p>	<p>Hire or maintain a minimum of 3 regional tourism coordinators.</p>
<p><b>Support Networking Opportunities and Regional Participation in Industry Meetings</b></p>	<p>Investigate opportunities to facilitate and support direct sales and packaging of Market-Ready member experiences, services and products.</p>
<p><b>Explore Legislation Options to Protect and Promote Authenticity of Indigenous Tourism Experiences in Canada</b></p>	<p>Examine options and partnerships to develop authenticity legislation supporting authentic Indigenous arts protocols.</p>
<p><b>Active ITAC Leadership in Indigenous Tourism Issues and Challenges as well as Conflict Mediation, Negotiations and Resolutions</b></p>	<p>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.</p>
<p><b>Governance and Board of Directors Management</b></p>	<p>Media training for ITAC spokespeople. Facilitate internal communications protocols and training.</p>

## PARTNERSHIPS

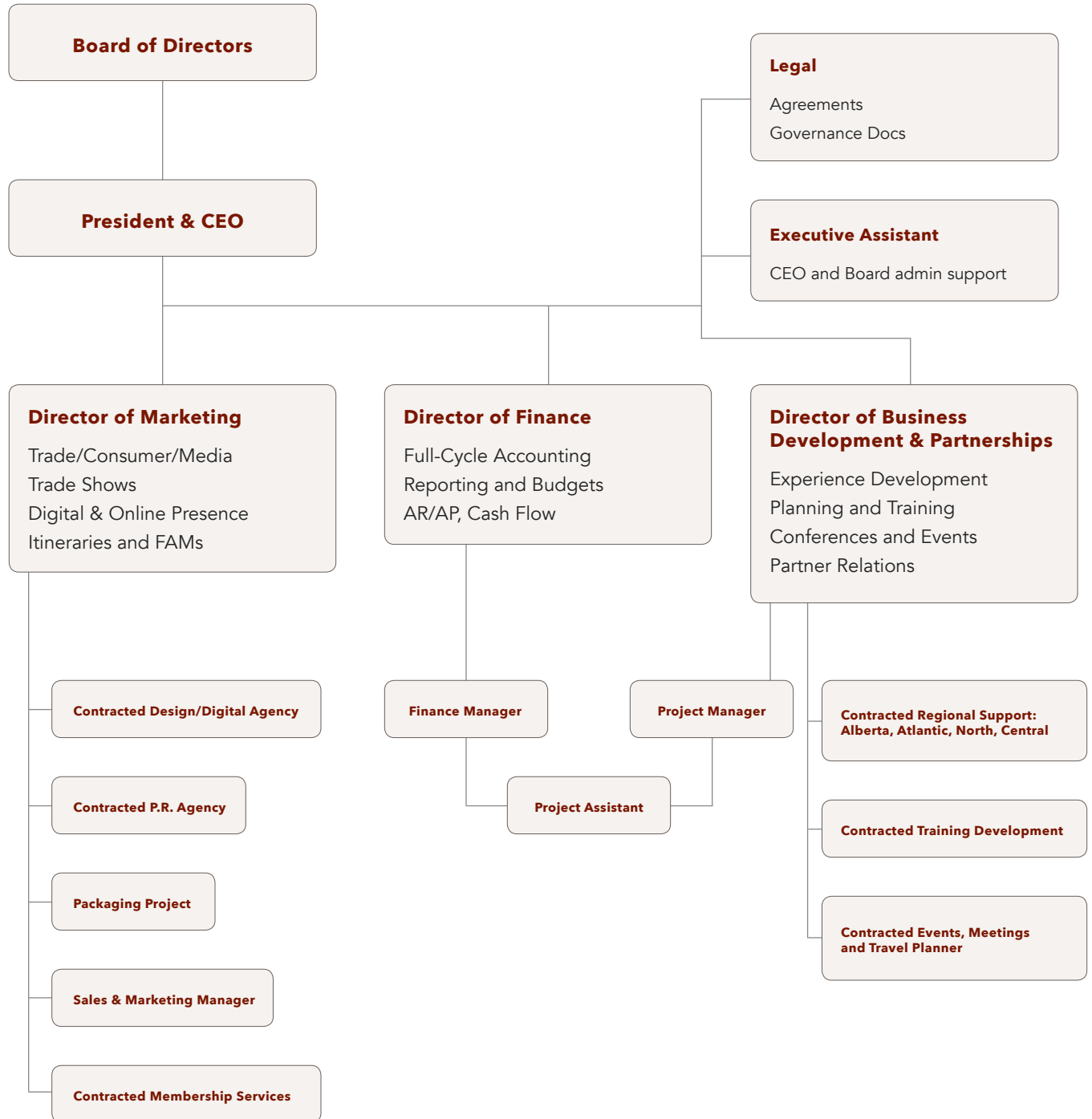
**OVERALL GOAL** – Unite the Indigenous tourism industry in Canada, bringing together members and key industry organizations to build collaboration and maximize results.

Key Priorities, Projects, & Programs	2018/19 Key Performance Indicator
<p><b>Expand Tourism Industry, Indigenous Support Organizations and Economic Development Partnership Agreements and Explore New Partnership Agreements</b></p>	<p>Expand and strengthen partnership agreements with:</p> <ul style="list-style-type: none"> <li>○ Destination Canada Agreement (year 3 of 3)</li> <li>○ Tourism Industry Association of Canada (year 2 of 3)</li> <li>○ Parks Canada (year 1 of 3)</li> <li>○ Adventure Travel Trade Association (year 2 of 3)</li> <li>○ Travel Manitoba (year 2 of 3)</li> <li>○ Travel Alberta</li> <li>○ Government of Alberta (Alberta Culture &amp; Tourism)</li> <li>○ Tourism Saskatchewan</li> <li>○ Government of Northwest Territories (yearly agreement)</li> <li>○ Government of Nunavut (yearly agreement)</li> <li>○ American Indian Alaska Native Tourism Association (MOU)</li> <li>○ Western Economic Diversification (MB, SK, AB)</li> <li>○ INAC (National, MB, SK, AB)</li> <li>○ Atlantic Canada Opportunities Agency</li> <li>○ WINTA</li> <li>○ Tourism HR Canada</li> </ul> <p>Explore new partnership and MOU agreements with:</p> <ul style="list-style-type: none"> <li>○ NACCA</li> <li>○ CCAB</li> <li>○ CAN-NOR, CANDO</li> <li>○ Assembly of First Nations</li> <li>○ Futurpreneur Canada</li> </ul>
<p><b>Continue Collaborative Opportunities and Board &amp; Committee Representation</b></p>	<p>Wherever possible, continue collaborative opportunities and Board &amp; Committee representation with agencies and organizations appropriate for ITAC and its mandate.</p>
<p><b>Support Aboriginal Representation on Major Canadian Tourism Industry Associations and Organizations</b></p>	<p>Achieve or maintain Indigenous representation on the Board of Directors of:</p> <ul style="list-style-type: none"> <li>○ Destination Canada</li> <li>○ Tourism Industry Association of Canada</li> <li>○ Tourism HR Canada</li> </ul>
<p><b>Establish Regional Coordinators to Assist Region-Specific Programs</b></p>	<p>Hire or maintain a minimum of 3 regional tourism coordinators.</p>
<p><b>Support Networking Opportunities and Regional Participation in Industry Meetings</b></p>	<p>Host a minimum of 10 industry networking opportunities for industry;</p> <p>Facilitate a minimum 15 opportunities for ITAC Board Members to participate in provincial and territorial meetings or events, gatherings, forums — etc.</p>
<p><b>Increase ITAC Membership</b></p>	<p>Increase ITAC Membership:</p> <ul style="list-style-type: none"> <li>○ Total Members — 275</li> <li>○ Voting Members — 150</li> <li>○ Upgraded Members — 75</li> </ul>
<p><b>Support ITAC Market-Ready Marketing Upgrade Members</b></p>	<p>Reorganize membership program to provide benefits to ITAC Market-Ready Marketing Members to include development support for international markets and asset development;</p> <p>Membership program to track Market-Readiness of members.</p>
<p><b>Increase Email Subscribers and Social Media Audience with Regular and Meaningful Content</b></p>	<p>Produce a minimum of 52 email newsletters of ITAC activities and a minimum of 20 news updates to the website and social media channels.</p>



# ORGANIZATIONAL CHART

Updated: November 2017







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**IndigenousTourism.ca**

**1-604-639-4408 | [Info@IndigenousTourism.ca](mailto:Info@IndigenousTourism.ca) | 300-3665 Kingsway, Vancouver, BC, V5R 5W2**