

**ABORIGINAL**  
TOURISM ASSOCIATION OF CANADA



ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

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# 2016-17

# Year-End Report

Summary of Activities, Programs and Progress

**Date:** June 26<sup>th</sup>, 2017

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Aboriginal Tourism Association of Canada  
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[AboriginalCanada.ca](http://AboriginalCanada.ca)



## Executive Summary

ATAC made significant progress in 2016-17 to grow the Aboriginal tourism industry in Canada through the implementation of Year 1 of the Five Year Strategic Plan: A Path Forward. Notable achievements include launch of formal membership structure, creating a new election framework for board of directors and resulting in full national representation from all provinces and territories of Canada.

In addition, ATAC confirmed and continued to build-on successful partnerships with industry and community organizations including Destination Canada, Assembly of First Nations and Tourism HR Canada to leverage resources, deliver programming and collaborate for success.

Especially vital to the ongoing success of the organization, ATAC was able to secure organizational resources to fulfill the Five year Plan through a confirmed multi-year funding agreement with the Government of Canada, announced in Federal Budget 2017. This fulfilled a key achievement for ATAC and sets the stage for a very successful first year in the implementation of the Five Year Plan.



*Photo 1: ATAC Board & Staff, March 2017*

## Executive Summary

### 2016-17 Achievements within ATAC Four Key Strategic Pillars

ATAC's Five-Year Strategic Plan: The Path Forward, establishes four strategic pillars to guide ATAC's actions and annual operations planning. In the first year of this plan, 2016-17, ATAC was able to complete a number of achievements in each of the four strategic pillars:

Leadership	Partnerships
<ul style="list-style-type: none"> <li>✿ Partnered with provinces and territories to grow/establish Aboriginal tourism associations by assisting to grow existing Aboriginal associations in BC, Quebec, Yukon and Ontario and building towards establishing Aboriginal associations in the remaining provinces and territories</li> <li>✿ ATAC leadership active in Aboriginal communities and the tourism industry, finding and encouraging champions</li> <li>✿ Ensure effective financial process for ATAC including financial reporting, risk assessment, audit, financial controls &amp; procedures</li> <li>✿ Secured resources for organizational stability and continue to explore revenue generation for long term financial sustainability</li> <li>✿ Explore National-level leadership relationships in the tourism industry</li> <li>✿ Created national representation structure for ATAC Board of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>✿ Expanded partnership agreements and explored new partnership agreements</li> <li>✿ Continued collaborative opportunities and board &amp; committee representation</li> <li>✿ Support Aboriginal representation on major Canadian tourism industry associations and organizations</li> <li>✿ Establishing regional coordinators to assist with region-specific programs</li> <li>✿ Supporting Aboriginal representation on major Canadian tourism industry associations and organizations</li> <li>✿ Grew participation in IATC 2016</li> <li>✿ Increase ATAC membership</li> <li>✿ Increase e-mail subscribers with regular and meaningful content</li> </ul>

## Executive Summary

Development	Marketing
<ul style="list-style-type: none"> <li>✿ Delivered first product development support funding of \$110,000 to 19 businesses to increase number of market and export-ready Aboriginal tourism experiences as members of ATAC</li> <li>✿ Delivered first capacity development workshop for Aboriginal tourism businesses to attain and maintain market and export-ready status in partnership with Tourism HR Canada</li> <li>✿ Hosted largest and most successful International Aboriginal Tourism Conference with more than 350+ participants.</li> </ul>	<ul style="list-style-type: none"> <li>✿ Delivered effective and targeted marketing program to increase engagement through website, social media, travel trade &amp; media channels</li> <li>✿ Built marketing and sales assets including video, photography and Aboriginal Tourism Experiences Guide</li> <li>✿ Aligned marketing with key partner Destination Canada through year 1 of 3-year partnership agreement</li> <li>✿ Leveraged more than \$467,000 in earned media.</li> </ul>



*Photo 2 ATAC Presenting to the Canadian Council of Tourism Ministers as they meet in Iqaluit – resulting in the Nunavut Declaration, November 2016*

## Executive Summary

### **The progress plan for 2017-18 will focus on:**

- ✿ Increase reach and audience for marketing programs
- ✿ Increase reach and impact of development programs
- ✿ Deliver training and capacity development programs in at least 3 regions of Canada to support the further development of new market-ready Aboriginal experiences
- ✿ Delivery 2017 IATC in Calgary in partnership with Ts'uutina First Nation.
- ✿ Expand ATAC membership
- ✿ Expand ATAC staff & contractors
- ✿ Formalize and grow partnerships
- ✿ Assist the process of establishing regional Aboriginal tourism associations
- ✿ Advocate on behalf of ATAC and Aboriginal tourism experiences

## ATAC Organizational Overview

Aboriginal tourism is an opportunity to tell our stories, to share our language, to teach visitors about the places we come from. Tourism experiences can support our efforts in our communities of survival and cultural preservation. We are helping people to learn about our people.

The board would like to thank our partners at the Government of Canada: The Honourable Bardish Chagger, Minister of Small Business and Tourism and The Honourable Carolyn Bennett, Minister of Indigenous & Northern Affairs for their advocacy and support to fulfill the vision we outlined in *A Path Forward: ATAC's Five Year Plan*.

Together we will all feel the Power of Aboriginal Tourism.

Wela'lin.

Robert Bernard, ATAC Chair



As we wrap up the first year of our five-year-plan, our hard work has focused on creating a solid framework for success all regions and communities in Canada. Our membership has grown dramatically, our foundation is solid and sustainable, and Aboriginal communities across the country are telling important and valid stories about tourism.

Our path forward is set to drive new sales for Aboriginal tourism businesses through targeted sales and development activities, and none of this would be possible without the strong partnerships ATAC has created with industry partners and other Aboriginal organizations.

Aboriginal tourism has the power to change perspectives, preserve culture and language, and contribute to business and economic success in Aboriginal communities. The future is bright, together!

Ekosi,

Keith Henry, President & CEO

## ATAC Organizational Overview

The purpose of the Aboriginal Tourism Association of Canada (ATAC) is to improve the socio-economic situation of Aboriginal peoples through the provisions of economic development advisory services, conferences, professional development training and workshops, industry statistics and information for Aboriginal tourism operators and communities or those looking to start an Aboriginal cultural tourism business within the 13 regions: 10 provinces and 3 territories of Canada.

ATAC has developed relationships with other groups and/or regions with similar mandates, uniting the Aboriginal tourism industry in Canada. ATAC also works to enable collective support, promotion and marketing of authentic Aboriginal tourism businesses in a respectful protocol.

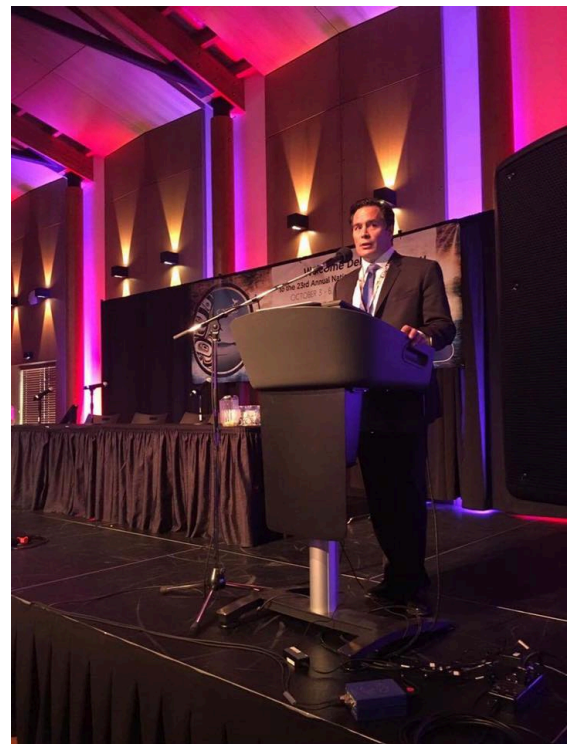
The Aboriginal Tourism Association of Canada (ATAC) was incorporated in 2015 as a not-for-profit society. The ATAC Board consists of 13 elected board members, representing each province and territory across Canada.

## Building successful partnerships

With a focus on building a dynamic, collaborative and connected industry, ATAC has attracted substantial partnerships since its launch in 2015. In 2016, Destination Canada built on the significant partnership to become a champion of ATAC and the Aboriginal tourism industry. This strong partnership helps Aboriginal tourism businesses succeed in international marketplaces and enhances the national tourism fabric.

Also this year, a newly formed three-year partnership with the Adventure Travel Trade Association helps ATAC showcase its experiences to one of the fastest growing segments in the travel industry, adventure travel. Helping lead the ATTA's mission to include more Indigenous tourism operators globally, ATAC's high profile presence within ATTA's global events profiles the diversity of Aboriginal tourism experiences from across Canada, to its expansive global membership base.

This year of growth was capped with ongoing partnership agreements with: Tourism HR Canada, Assembly of First Nations, World Indigenous Tourism



*Photo 3: Keith Henry, ATAC President & CEO, presenting at Adventure Travel World Summit in Alaska, September 2016*

## ATAC Organizational Overview

Association, Government of Alberta, Atlantic Canada Opportunities Agency, Tourism Industry Association of Canada and the Canadian Inbound Tour Operators Asia Pacific.

## Building trusted relationships



Believing in ATAC's strategic governance and direction, the Government of Canada continues to recognize the value of the Aboriginal tourism industry. Confirmed funding towards the fulfillment of ATAC's Five-Year Plan, "*The Path Forward*", supports the sustainable growth of the Aboriginal tourism industry across Canada. The Aboriginal tourism industry in Canada employs more than 33,000 people and produces \$1.4 billion of Canada's annual GDP. Over the next four years, *The Path Forward* aims to increase revenues from the sector by \$300 million in annual Canadian GDP, to reach 40,233 Indigenous tourism workers, and have 50 new Indigenous tourism operators. The strategies within the plan are designed to overcome barriers and maximize opportunities identified from nation-wide 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.

ATAC is particularly appreciative of the Ministry of Small Business and Tourism and the Ministry of Indigenous and Northern Affairs Canada for supporting their vision for the Aboriginal tourism industry in Canada.

## Tourism's Global Landscape

According to the United Nations World Tourism Organization, 1.2 billion people travelled in 2016, an increase of 46 million from 2015, marking the seventh straight year of sustained growth. Destination Canada's "Team Canada" approach has helped Canada outpace global growth by more than double, at 11.1 % in 2016. In 2017, a similar pace of world tourism growth is expected, fueled by a growing middle class across the globe, increased air connectivity and more affordable travel options.

## ATAC Organizational Overview

### Tourism in Canada

In 2016, Canada welcomed close to 20 million international overnight visitors, almost matching the record of 20.06 million arrivals set in 2002. Best performing markets internationally were Australia, Brazil, China, France, India and South Korea, while arrivals from the US reached the highest since 2005. Tourism in Canada is booming and promises continued momentum in 2017. ATAC is working hard to ensure their stakeholder members across the country are also leveraging this momentum.

*(Source: Destination Canada, 2016 Annual Report.)*



### Aboriginal Showcase Success at Canada's Media Marketplace

© APRIL 21, 2016

### THE FOUR KEY PILLARS DRIVING ATAC's STRATEGY

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

### TARGETS

- ✿ Revenues: \$300 million increase 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.

## ATAC Organizational Overview

“OUR VISION IS TO BUILD  
A THRIVING ABORIGINAL TOURISM ECONOMY,  
SHARING AUTHENTIC, MEMORABLE,  
AND ENRICHING EXPERIENCES.”

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“OUR MISSION IS TO PROVIDE LEADERSHIP IN  
THE DEVELOPMENT AND MARKETING OF  
AUTHENTIC ABORIGINAL TOURISM  
EXPERIENCES  
THROUGH INNOVATIVE PARTNERSHIPS.”



## 2016-17 Achievements within the Four Strategic Pillars

### Leadership

ATAC's mission is to provide leadership in the development and marketing of authentic Aboriginal tourism experiences through innovative partnerships. ATAC is honoured to have this national mandate and to support the Aboriginal tourism industry through effective advocacy and delivery channels, achieving maximum impact. It is critical to build support for the development and growth of Aboriginal tourism within every community and region providing opportunities for our Aboriginal tourism businesses.

ATAC works hard to establish systems and partnerships for long-term financial sustainability as a key foundational support identified as a gap in the industry. ATAC's role is to also assist Canada's provinces and territories in establishing and evolving their own Aboriginal tourism organizations, which speaks to the importance of authenticity in the Aboriginal tourism industry's growth.

<b>LEADERSHIP: Strategic Priorities</b>	<b>2016/17 Achievements</b>
Assist with establishing and evolving provincial and territorial Aboriginal tourism organizations	Support existing regional associations: AtBC, YFNCT, ITO, QAT  • Agreements signed with provincial and territorial governments to develop associations in: - Alberta - Atlantic Canada - NWT
Build support for Aboriginal tourism within the leadership of local communities	Development work structured to find and identify tourism champions within all regions.  Formalized agreement with Tsilhqot'in National Government & non. Ab. Tourism operators
Establish systems and techniques for long-term financial sustainability of ATAC	Secured 5-year plan resources.  Created reporting process for board and staff.

## 2016-17 Achievements within the Four Strategic Pillars

<p>Develop advocacy key messaging and delivery channels to achieve maximum impact</p>	<p>ATAC support of CCTM and resulting Nunavut Declaration (Nov 2016)</p> <p>Support community advocacy through BC Ferries issues.</p>
<p>Representation of ATAC with a national mandate</p>	<p>New ATAC structure made up of elected regional representation across Canada as of December 2016</p>

## Development

Critical to the growth of Aboriginal tourism across Canada is increasing the number of export-ready experiences, which are certified and re-certified annually as authentic by ATAC.

*(definition of export-ready: working with the travel trade requires additional practices on the part of tourism businesses, due to the greater degree of pricing reliability, operational integrity and marketing lead time required. Source: Destination Canada, [Export-Ready Criteria](#))*

Five-year plan targets, therefore, include a commitment to annual recertification to assure consumers and travel trade stakeholders that standards are being met and respected. ATAC provides advisory services and workshops to help Aboriginal tourism businesses attain and maintain their export ready status. Incentives are also being established to encourage stakeholders to invest in achieving export-ready status (e.g. additional marketing support from ATAC). As well, ATAC continues to research and connect Aboriginal business owners to business capital.

Another critical element of development is providing education and training to build skills and attract invaluable labour. This includes setting guidelines, building tool kits and establishing best practices and case studies. Collaborating with provincial and territorial DMOs to implement systems, “train the trainer” workshops, conferences and establishing B2B mentoring support is critical to building authentic experiences.

Authentic interpretation and outstanding customer service is what will build trust and engagement with Aboriginal tourism experiences across the country. Therefore, ATAC is investing in research and connecting members to staff capacity development services. It is concentrating on developing leadership and business skills among its stakeholders, while identifying and respecting cultural protocols.

2016-17 Achievements within the Four Strategic Pillars

<b>DEVELOPMENT – Strategic Priorities</b>	<b>2016/17 Achievements</b>
<p>Increase number of export-ready experiences 'certified authentic' by ATAC</p>	<p>Created marketing member category to highlight market ready businesses</p> <ul style="list-style-type: none"> <li>• Provided \$110,000 in development grants to 19 businesses</li> </ul>
<p>Provide education &amp; training; and foster skills &amp; labour development</p>	<p>Created training curriculum in partnership with Tourism HR Canada, piloted the workshop with Aboriginal tourism businesses in Alberta</p> <ul style="list-style-type: none"> <li>• Delivered first development workshop in Alberta in March 2017. 10 businesses attended.</li> <li>• Host the annual International Aboriginal Tourism Conference.               <ol style="list-style-type: none"> <li>a. 350+ participants, most successful and largest ever, hosted in Dec. 2016 in Membertou, NS</li> <li>b. Included 80 First Nation community representatives from around Atlantic Canada</li> </ol> </li> </ul>



*Photo 5 Recipients of the 2016 Aboriginal tourism grant program included Shakat Tun, a land-based, lifestyle experience in Haines Junction, Yukon*



*Photo 4 Working with Newfoundland and Labrador partners to build Aboriginal tourism industry*

## 2016-17 Achievements within the Four Strategic Pillars

### Marketing

As the number of export-ready Aboriginal experiences and tourism businesses grow, they need ATAC’s support to help tell their stories to the world and drive demand. ATAC marketing efforts include focusing on high-value, targeted marketing and sales efforts in core and emerging markets, in line with the markets identified by Destination Canada. Aligning and leveraging Destination Canada’s marketing expertise makes great economic sense. Tapping into their successful media relations programs, digital marketing, channels and assets, co-op programs, industry events and travel trade showcases aligns ATAC’s stakeholders with one of the most respected National DMOs in the world.

Focused messaging around ATAC’s commitment to authenticity, and the positive community and cultural impacts of a strong, dynamic Aboriginal tourism industry, help ATAC attract the right consumers who see greater value in incorporating Indigenous experiences into their overall Canadian travel experience.

<b>MARKETING – Strategic Priorities</b>	<b>2016/17 Achievements</b>
Focus on high-value, targeted marketing and sales efforts in core and emerging markets	Developed travel trade and media messaging focused on stories and themes which feature Aboriginal communities and entrepreneurs. <ul style="list-style-type: none"> <li>• Created itineraries featuring ATAC members.</li> </ul> Significantly grew social media engagement and saw an increase of unique visitors to the ATAC website of 80.1% YTD to 19, 096;
Align and partner with Destination Canada (DC) including: media and marketing, target markets, research, co-op programs, industry events, travel trade, digital assets and digital channels	<ul style="list-style-type: none"> <li>• Aligned market investments with Destination Canada’s core markets.</li> <li>• Completed year 1 of 3-year partnership with DC.</li> </ul>
Develop and deliver marketing communications with messaging relating to positive community and cultural impacts of Aboriginal tourism	<ul style="list-style-type: none"> <li>• Started to measure earned media coverage (Oct 2016).</li> <li>• Earned media coverage included a major feature on Aboriginal tourism experiences which contributed to more than \$467,000 overall worth of coverage</li> </ul>

## 2016-17 Achievements within the Four Strategic Pillars

through releases and story ideas.



### Power of Aboriginal Tourism Featured at RVC in Montreal

© APRIL 27, 2016

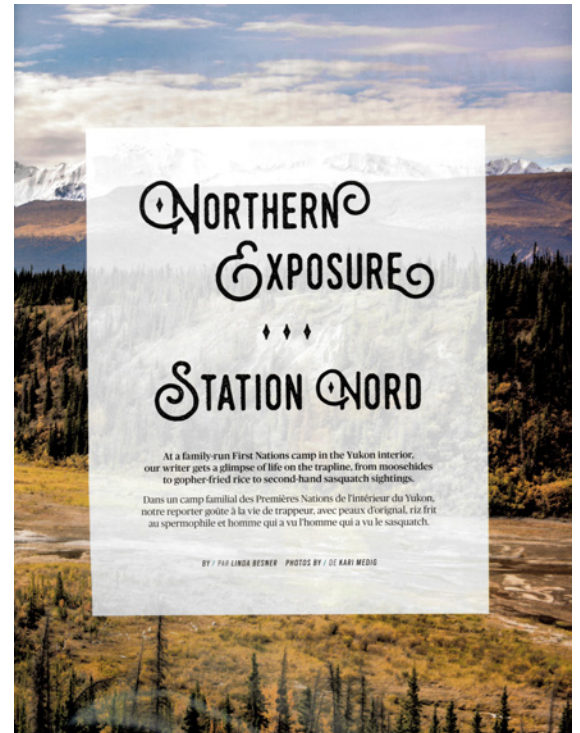


### Deciphering Visual Designs to Strengthen Modern Aboriginal Culture

© DECEMBER 6, 2016

*Aboriginal Tourism Association of Canada launches third video in series*

**Dec. 07, 2016, Coast Salish Territories (Vancouver, BC)** – The third installment in the Power of Aboriginal Tourism video series produced by the Aboriginal Tourism Association of Canada (ATAC) focuses on the power of art and its connection to culture and language.



## 2016-17 Achievements within the Four Strategic Pillars

### Partnerships

Working in collaboration with the Canadian tourism industry will enable ATAC to build strength with a solid foundation of support. Connecting ATAC’s stakeholders to non-Aboriginal tourism business who share the same commitment to best practices and authenticity, supporting sector, regional and national tourism associations as well as government ministries and agencies enhances and strengthens Aboriginal tourism’s communities from coast to coast to coast. ATAC’s very best ambassadors are successful stakeholders who are encouraged to collaborate, share best practices and celebrate the success of Canada’s tourism industry and ATAC’s role within that success.

<b>PARTNERSHIPS - Strategic Priorities</b>	<b>2016/17 Achievements</b>
<p>Develop and solidify mutually beneficial long-term industry partnerships with:</p> <ul style="list-style-type: none"> <li>◆ Other non-Aboriginal tourism businesses</li> <li>◆ Tourism associations (federal, provincial, sector)</li> <li>◆ Government ministries and agencies</li> </ul>	<p>Signed (or Committed to) on-going partnership agreements with</p> <ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Tourism HR Canada</li> <li>• Assembly of First Nations</li> <li>• World Indigenous Tourism Association</li> <li>• Government of Alberta</li> <li>• Atlantic Canada Opportunities Agency</li> <li>• Tourism Industry Association of Canada</li> <li>• Canadian Inbound Tour Operators Asia Pacific</li> </ul>
<p>Establish effective and broad networks with industry leaders using regular opportunities for communications and sharing through networking events, committees, boards, memberships, and working together</p>	<p>ATAC representation on:</p> <ul style="list-style-type: none"> <li>◆ Destination Canada’s Marketing Advisory Committee</li> <li>◆ Destination Canada’s Communications Working Group</li> <li>◆ Parks Canada Working Group</li> <li>◆ Minister’s Council on Tourism for BC</li> </ul>

## 2016-17 Achievements within the Four Strategic Pillars

<p>Establish member engagement and support of ATAC using a provincial/territorial/regional approach</p>	<p>Hosted first regional development workshop in Calgary, Alberta: March 2017</p> <p>Offered multiple 'member-only' opportunities for partnership including:</p> <ul style="list-style-type: none"> <li>◆ Marketing co-op programs</li> <li>◆ Product development support funding program</li> <li>◆ Travel trade-show co-op program</li> </ul>
<p>Foster collaboration amongst ATAC members to share, learn and partner</p>	<p>Hosted IATC in December 2016 with 350+ delegates</p> <p>ATAC Membership as of March 31, 2017: 119 Total members (72 Voting, 54 Upgraded)</p>



**Aboriginal Tourism Leaders Across Canada Honoured at IATC Gala Awards**

© DECEMBER 14, 2016



**Aboriginal Tourism Association of Canada Launches Membership Program**

© APRIL 18, 2016

# **Aboriginal Tourism Association of Canada**

**Financial Statements**

**Year ended 31 March 2017**

**Independent Auditors' Report****To the Stakeholders of Aboriginal Tourism Association of Canada**

We have audited the accompanying financial statements of **Aboriginal Tourism Association of Canada**, which comprise the statement of financial position as at **31 March 2017** and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's responsibility for the financial statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

*Auditor's responsibility*

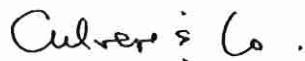
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence that we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at 31 March 2017 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Professional Accountants  
Vancouver, Canada  
26 June 2017

# Aboriginal Tourism Association of Canada

## Statement of Financial Position

31 March 2017

	2017	2016
<b>Assets</b>		
<b>Current assets</b>		
Cash	\$ 113,257	\$ 41,124
Accounts receivable	115,095	-
GST receivable	57,585	10,805
Prepaid expenses [note 3]	122,008	32,256
	<u>\$ 407,945</u>	<u>\$ 84,185</u>

## Liabilities and Net Assets

<b>Current liabilities</b>		
Accounts payable and accrued liabilities	88,020	\$ 2,850
Deferred project funding [note 4]	299,626	58,700
	<u>387,646</u>	<u>61,550</u>
<b>Net assets</b>	<u>20,299</u>	<u>22,635</u>
	<u>\$ 407,945</u>	<u>\$ 84,185</u>

Approved by the Board:

  
\_\_\_\_\_  
Chief Executive Officer

  
\_\_\_\_\_  
Treasurer

# Aboriginal Tourism Association of Canada

## Statement of Operations and Changes in Net Assets (Deficiency)

Year ended 31 March 2016

	Year ended 31 March 2017	15 April 2015 to 31 March 2016
Revenue		
Contributions [note 5]	\$ 1,208,979	\$ 205,000
Fees and sponsorship		
International Aboriginal Tourism Conference	113,835	-
Rendez-vous Canada	81,797	-
Membership fees	19,651	-
Interest and other	11,257	-
	1,435,519	205,000
Expenses [see schedule]		
General and administrative	455,524	95,127
Marketing and sales	402,437	29,800
Product development	462,231	57,438
Projects	117,663	-
	1,437,855	182,365
Excess (deficiency) of revenue over expenses	(2,336)	22,635
Net assets at beginning of period	22,635	-
Net assets at end of period	\$ 20,299	\$ 22,635

# Aboriginal Tourism Association of Canada

## Schedule of Expenses

Year ended 31 March 2016

	Year ended 31 March 2017	15 April 2015 to 31 March 2016
<b>General and administrative</b>		
Annual general meeting	\$ 4,149	\$ -
Board expenses and travel	84,079	4,139
Consultants		
Chief Executive Officer	77,750	14,250
Projects and planning	69,000	30,000
Accounting and financial	61,481	18,750
Membership support	12,376	-
Office supplies and expenses	15,083	-
Professional fees	30,900	2,850
Rent	15,263	4,238
Telephone and internet	2,235	-
Travel – staff	83,208	20,900
	<b>\$ 455,524</b>	<b>\$ 95,127</b>
<b>Marketing and sales</b>		
Creative design and production	40,913	-
Itinerary development and promotion	26,400	-
Marketing director	37,500	6,280
Media relations	27,457	23,520
On-line marketing	74,081	-
Trade shows and conferences	196,086	-
	<b>\$ 402,437</b>	<b>\$ 29,800</b>
<b>Product development</b>		
Development support projects	\$ 147,242	\$ -
International Aboriginal Tourism Conference	314,989	57,438
	<b>\$ 462,231</b>	<b>\$ 57,438</b>
<b>Projects</b>		
Canada Media Marketplace	\$ 63,332	\$ -
Rendez-vous Canada 2016	54,331	-
	<b>\$ 117,663</b>	<b>\$ -</b>

# Aboriginal Tourism Association of Canada

Statement of Cash Flows  
Year ended 31 March 2016

	Year ended 31 March 2017	15 April 2015 to 31 March 2016
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ (2,336)	\$ 22,635
Changes in non-cash working capital items		
Accounts receivable	(115,095)	-
GST receivable	(46,780)	(10,805)
Prepaid expenses	(89,752)	(32,256)
Accounts payable and accruals	85,170	2,850
Deferred project funding	240,926	58,700
Increase in cash position	72,133	41,124
Cash, beginning of period	41,124	-
Cash, end of period	\$ 113,257	\$ 41,124

# Aboriginal Tourism Association of Canada

## Notes to Financial Statements

Year ended 31 March 2017

### 1. General

Aboriginal Tourism Association of Canada is incorporated under the *Canada Not-for-profit Corporations Act*. Its purpose is to improve the socio-economic situation of Aboriginal people through the provision of economic development advisory services, conferences, professional development training and workshops, industry statistics and information for Aboriginal tourism operators and communities or those looking to start a cultural tourism business within Canada.

### 2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The following is a summary of significant accounting policies followed by the Association.

#### Use of estimates

The preparation of financial statements requires that management make estimates and assumptions that impact the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the recognized amounts of revenues and expenses during the reporting period. Actual amounts may differ from these estimates.

#### Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the period in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

### 3. Prepaid expenses

Prepaid expenses consist of a deposit for registration and booth space and other expenses payable by 31 March 2017 relating to the Rendez-vous Canada trade show held in May 2017.

### 4. Deferred revenue

Deferred revenue includes the following amounts received during the current year; these amounts will be recognized as revenue in the 2018 fiscal year:

	2017	2016
Destination Canada	\$ 107,585	\$ 40,000
Province of Alberta – Minister of Culture and Tourism	100,000	-
Province of BC - Ministry of Jobs, Tourism and Skills Training	30,288	-
Total received or receivable in year	237,873	40,000
Rendez-vous Canada registration fees	61,753	18,700
	\$ 299,626	\$ 58,700

# Aboriginal Tourism Association of Canada

Notes to Financial Statements, page 2

Year ended 31 March 2016

## 5. Contributions:

	2016	2015
Government of Canada – Aboriginal Affairs and Northern Development Canada	\$ 859,002	\$ 205,000
Destination Canada	320,000	40,000
Province of Alberta – Minister of Culture and Tourism	100,000	-
Atlantic Canada Opportunities Agency	83,250	-
Province of British Columbia – Ministry of Jobs, Tourism and Skills Training	44,600	-
Total received or receivable in year	1,406,852	40,000
Funding received prior year, recognized as income current year	40,000	-
Funding from received current year and deferred until next year year and deferred until following year [see note 4]	(237,873)	(40,000)
	\$ 1,208,979	\$ 205,000

## 6. Financial assets and liabilities and risk

The Association has a comprehensive risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The risks that arise from transacting financial instruments include credit, interest rate, and liquidity risk.

### (a) Credit risk

The Association is exposed to credit risk for possible non-payment by its funders or for other accounts receivable. Management considers that credit risk is minimal. Cash on deposit is held by a major Canadian chartered bank.

### (b) Liquidity risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations for financial liabilities. To minimize this risk, the Association prepares budgets and maintains sufficient working capital to meet its obligations as they become due.

## 7. Economic dependence

Most funding to date has been received from Federal and Provincial governments. Future operations depend on continuance of this funding or replacement from alternate sources.

## 2017-18 Key Performance Indicators

**ATAC will move forward, with strategic guidance from ATAC's Five-Year Plan, in the following ways:**

### DEVELOPMENT – 2017/18 Key Performance Indicators

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
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'utina First Nation
Network of regional ATAC representatives	Hire 3 regional tourism coordinators who will deliver and support development work in regions

### MARKETING – 2017/18 Key Performance Indicators

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
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.
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.

## PARTNERSHIPS – 2017/18 Key Performance Indicators

<p>Expand partnership agreements and explore new partnership agreements</p>	<p>Expand partnership agreements with</p> <ul style="list-style-type: none"> <li>• Destination Canada Agreement (year 2 of 3)</li> <li>• TIAC (year 1 of 3) Assembly of First Nations</li> </ul> <p>Explore partnership agreements with:</p> <ul style="list-style-type: none"> <li>• Parks Canada, Adventure Travel Trade Association, Government of Manitoba, Government of Saskatchewan, Government of Nunavut, AIANTA, Canadian Council of Aboriginal Business, Futurepreneur</li> </ul>
<p>Continue collaborative opportunities and board &amp; committee representation</p>	<p>Wherever possible, continue collaborative opportunities and board &amp; committee representation with agencies and organizations appropriate for ATAC and its mandate.</p>
<p>Support Aboriginal representation on major Canadian tourism industry associations and organizations</p>	<p>Achieve Aboriginal 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> </ul>
<p>Establish regional coordinators to assist region-specific programs</p>	<p>Hire 3 regional tourism coordinators.</p>
<p>Support networking opportunities and regional participation in industry meetings</p>	<p>Host 10 industry networking opportunities for industry. Create no less than 15 opportunities for ATAC Board members to participate in provincial/territorial meetings</p>
<p>Grow participation in IATC 2017</p>	<p>Target 400 delegates for 2017 IATC, Nov. 2017 in Calgary, AB</p>
<p>Increase ATAC membership</p>	<p>Increase ATAC membership: Total members = 140, Voting members = 90, Upgraded = 65</p>
<p>Increase e-mail subscribers with regular and meaningful content</p>	<p>Produce 52 email newsletters of ATAC activities and 15 news updates to the website and social media channels.</p>

## LEADERSHIP – 2017/18 Key Performance Indicators

<p>Partner with provinces and territories to grow/establish Aboriginal tourism associations</p>	<p>Alberta to have framework of association by November 2017.</p> <p>First meetings of Atlantic Canada group in Spring 2017.</p> <p>Establish agreements with governments in: SK, MB, NT</p>
<p>ATAC leadership active in Aboriginal communities and the tourism industry</p>	<p>ATAC to attend no less than 20 community events across country</p>
<p>Ensure effective financial process for ATAC</p>	<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 revenue generation opportunities through travel distribution networks</p>
<p>Explore revenue generation for long term financial sustainability</p>	<p>Investigate with Marketing Dept. opportunities for potential of an ATAC Receptive Tour Operator and/or Travel Service concept.</p>
<p>Explore legislation options to strengthen authenticity commitment</p>	<p>Examine needs and opportunity for authenticity legislation around authentic Indigenous arts protocols</p>
<p>Explore National-level leadership relationships in the tourism industry</p>	<p>Establish new tourism industry protocols with AFN</p> <p>Strengthen and expand industry leadership relationships with:</p> <ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Tourism Association of Canada</li> <li>• Parks Canada</li> <li>• Indigenous Northern Affairs Canada</li> <li>• Tourism HR Canada</li> </ul>

**ABORIGINAL**  
TOURISM ASSOCIATION OF CANADA



ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

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