



**INDIGENOUS**  
TOURISM ASSOCIATION OF CANADA

ASSOCIATION TOURISTIQUE  
**AUTOCHTONE**  
DU CANADA

# 2019-20 ACTION PLAN

**Accelerating Indigenous Tourism Growth**



## Table of Contents

<b>A Message from Keith Henry</b>	<b>3</b>
<b>New Accelerated Targets for Growth</b>	<b>4</b>
<b>Development</b>	<b>4</b>
<b>Marketing</b>	<b>5</b>
<b>Leadership</b>	<b>6</b>
<b>Partnerships</b>	<b>8</b>
<b>Budget</b>	<b>9</b>
<b>Organizational Chart</b>	<b>10</b>

## A MESSAGE FROM KEITH HENRY

The Indigenous Tourism Association of Canada (ITAC) has demonstrated how investments in marketing, development, partnerships and leadership can lead to unprecedented growth of the Indigenous tourism industry in Canada. Just three years into our five-year plan *The Path Forward 2016-2021*, ITAC has surpassed all economic indicator targets we have set: increasing the number of Indigenous tourism businesses, Indigenous tourism jobs and Indigenous tourism revenues for Canada.

Additionally, we know that Indigenous tourism drives demand to Canada with one out of every three (37%) international visitors looking to include Indigenous tourism experiences in their visit to Canada.<sup>1</sup> Based on this, ITAC has set new, aggressive goals to accelerate growth in the Indigenous tourism industry in Canada, measured through the same economic indicators.

### **New Accelerated Targets for Growth (2019-2024):**

- **Revenues** — Increase to \$2.2B in Canadian GDP by 2024
- **Jobs** — Increase to 49,383 jobs in the Indigenous tourism industry by 2024
- **Businesses** — Increase to 200 export-ready Indigenous tourism businesses by 2024

This year's plan is the first step in ITAC's *Accelerating Indigenous Tourism Growth In Canada* strategic plan update for 2019-2024. Together, with our members from across Canada and partners around the world, we work towards a strong vision of Indigenous tourism accelerating to the future.

Thank you,

**Keith Henry**

*President & CEO*

*Indigenous Tourism Association of Canada*



**Keith Henry**

*President & Chief Executive Officer,*

**Indigenous Tourism Association of Canada**

**1 in 3 international visitors to Canada are interested in Indigenous tourism experiences (37%).<sup>1</sup>**

<sup>1</sup> Destination Canada, 2019 Market Snapshots, November 2019

## NEW ACCELERATED TARGETS FOR GROWTH

Demand for Indigenous tourism in Canada continues to exceed expectations as more international visitors seek authentic experiences. Recent Conference Board of Canada research confirms that the Indigenous tourism industry in Canada continues to grow at an unprecedented rate. The time is right to accelerate the growth of Indigenous tourism in Canada through new investment in ITAC's strategic pillars.

Measures	2014 Status <sup>2</sup>	2021 Target <sup>3</sup>	2017 Status <sup>4</sup>	2024 Target <sup>5</sup>
<b>Indigenous Tourism Revenues in Annual Canadian GDP</b>	\$1.4 billion	\$1.7 billion	\$1.7 billion	\$2.2 billion
<b>Indigenous Tourism Jobs</b>	33,112	40,233	39,036	49,383
<b>Export-Ready Indigenous Tourism Experiences</b>	80	130	133	200

## DEVELOPMENT

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

Key Priorities, Projects, & Programs	2019/20 Key Performance Indicator
<b>Deliver Product Development Support Funding</b>	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 6 organizations who will also provide funding support for this program
	Delivery of program over two application intakes.
<b>Aid and Support for Workshops and Capacity Development Programs</b>	Successfully implement training and capacity development projects or programs in 3 provinces or territories of Canada involving at least 30 businesses.
<b>Plan and Deliver the 2019 International Indigenous Tourism Conference (IITC)</b>	Deliver 2019 IITC in Kelowna, BC with support from Steering Committee
	Target 700 delegates for the 2019 IITC
<b>Provincial-Territorial Support</b>	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 and in support of ITAC's 5-Year targets.
	Align intake with provincial and territorial planning cycles
	Maintain planning table of provincial and territorial partners to support alignment of national activities and share best practices
<b>Network of Regional ITAC Representatives</b>	Hire (or maintain) a minimum of 4 regional tourism coordinators who will deliver and support specific development projects and programs within specific provinces or territories.

## MARKETING

**OVERALL GOAL** – Increase awareness and sales of Indigenous tourism through high-value, targeted marketing, research, media and sales efforts to core and emerging markets; and deliver effective and frequent communications on the positive community and cultural impacts of Indigenous tourism.

Key Priorities, Projects, & Programs	2019/20 Key Performance Indicator
<b>Deliver Effective and Targeted Marketing Programs Involving Website, Social Media and Travel Trade Channels</b>	Increase web & social engagement by 20%
	Grow IndigenousCanada.travel <ul style="list-style-type: none"> <li>○ Have 75 authentic Indigenous tourism experiences purchasable on website</li> <li>○ Sell \$100,000 in travel packages</li> </ul>
<b>Build Marketing &amp; Sales Assets</b>	<ul style="list-style-type: none"> <li>○ Create digital photo assets in four regions across Canada</li> <li>○ Purchase Customer Relationship Management Software</li> </ul>
<b>Key Account Strategy and Key Media Strategy</b>	<ul style="list-style-type: none"> <li>○ Publish research reports on trade and media key accounts, levels of interest, number of sales and growth opportunities in all ITAC international markets</li> <li>○ Create and publish quarterly media &amp; trade e-newsletter</li> <li>○ Create interactive sales tool</li> </ul>
<b>Focus on Investment in Assets, Storytelling and Features, Create Media Story Ideas</b>	<ul style="list-style-type: none"> <li>○ Assist 25 ITAC members to create new photo assets</li> <li>○ Create 20 new story themed ideas</li> <li>○ Create one new promotional video</li> </ul>
<b>Grow Earned Travel Media Coverage</b>	<ul style="list-style-type: none"> <li>○ Create new quality index to measure value of earned media, in partnership with Destination Canada</li> <li>○ Facilitate 100 earned media stories that deliver our quality index in all markets</li> </ul>
<b>Establish ITAC as leader in Indigenous tourism research</b>	Partner with Destination Canada for consumer insight research on one international market

**Demand for Indigenous tourism in Canada continues to exceed expectations as more international visitors seek authentic experiences. <sup>1</sup>**

<sup>1</sup> Destination Canada, 2019 Market Snapshots, November 2019

<sup>2</sup> O’Neil Marketing & Consulting, National Aboriginal Tourism Research Project 2015, April 2015

<sup>3</sup> ITAC, The Path Forward Five-Year Plan, March 2016

<sup>4</sup> The Conference Board of Canada, Canada’s Indigenous Tourism Sector: Insights and Economic Impacts, February 2019

<sup>5</sup> ITAC, Accelerating Indigenous Tourism Growth in Canada Five-Year Strategic Plan Update 2019-2024, October 2018

## LEADERSHIP

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

Key Priorities, Projects & Programs	2019/20 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>○ Quebec Aboriginal Tourism (existing)</li> <li>○ Yukon First Nation Culture &amp; Tourism Association (existing)</li> <li>○ Ontario Indigenous Tourism Association (existing)</li> <li>○ Indigenous Tourism Alberta (existing)</li> <li>○ Nova Scotia Indigenous Tourism Enterprise Network (existing)</li> <li>○ Indigenous Tourism Manitoba (develop)</li> <li>○ Indigenous Tourism New Brunswick (develop)</li> <li>○ Atlantic Canada (new provincial associations)</li> <li>○ Pan-Atlantic working group</li> <li>○ Saskatchewan Indigenous tourism working group</li> <li>○ Nunavut &amp; Northwest Territories Indigenous tourism working groups</li> <li>○ Indigenous Tourism BC</li> </ul>
<p><b>Active ITAC Leadership in Indigenous Economic Development events and the Tourism Industry</b></p>	<p>ITAC is to attend no less than:</p> <ul style="list-style-type: none"> <li>○ 20 Indigenous Economic Development Events</li> <li>○ 10 tourism industry events across the country</li> </ul>
<p><b>Awareness of 2019-24 ITAC Acceleration Strategy</b></p>	<p>Confirm funding support of Year 1 implementation</p>
	<p>Participate with the Federal Government at the Canadian Council of Tourism Ministers and Federal Tourism working group</p>
<p><b>Ensure Effective Financial Process for ITAC</b></p>	<p>Monthly financial reporting to the treasurer</p>
	<p>Quarterly reporting provided to the board</p>
	<p>Continue refining organizational policies and procedures</p>
<p><b>Ensure Effective Human Resources for ITAC</b></p>	<p>Refine and implement ITAC HR Plan 2019-20</p>
<p><b>Explore Legislation Options to Protect &amp; 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>Provide Indigenous tourism research</b></p>	<p>Deliver four presentations with Federal, Provincial &amp; Territorial partners to report economic value of Indigenous tourism in Canada</p>
<p><b>Align Provincial and Territorial planning to ITAC Acceleration strategy targets</b></p>	<p>Host 2 Provincial and Territorial planning meetings</p>

Key Priorities, Projects & Programs	2019/20 Key Performance Indicator
<p><b>Continue building ITAC’s international reputation as leader in Indigenous tourism</b></p>	Attend 2 WINTA facilitated meetings
	Present at 3 Internationally requested presentation about growth of Indigenous tourism in Canada
<p><b>Creating standard reporting structure for partners</b></p>	Implement system to generate reports to create cross departmental efficiencies and timely reporting to funders
	Create standardized reporting for Provincial & Territorial partners
<p><b>Establish ITAC as industry leader</b></p>	Continue exploring niche opportunities for strategic development including culinary & authenticity

▼ Great Spirit Circle Trail, ON



## 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	2019/20 Key Performance Indicator
<p><b>Grow and expand partnerships with tourism industry organizations, Indigenous support organizations, economic development agencies and explore new partnership agreements to benefit the overall Indigenous tourism industry.</b></p>	<p><b>Expand and strengthen partnerships with:</b></p> <ul style="list-style-type: none"> <li>○ Destination Canada (Year 1 of 3)</li> <li>○ Tourism Industry Association (Year 3 of 3)</li> <li>○ Parks Canada (Year 2 of 3)</li> <li>○ Adventure Travel Trade Association (Year 3 of 3)</li> <li>○ Travel Manitoba (Year 3 of 3)</li> <li>○ Tourism Saskatchewan</li> <li>○ Government of Northwest Territories (MOU)</li> <li>○ Government of Nunavut</li> <li>○ American Indian Alaska Native Tourism Association (MOU)</li> <li>○ Western Economic Diversification (MB, SK)</li> <li>○ INAC (National, regional support)</li> <li>○ Atlantic Canada Opportunities Agency (Year 2 of 3)</li> <li>○ World Indigenous Tourism Alliance</li> <li>○ Tourism HR Canada</li> </ul> <p><b>Explore new partnership and MOU agreements with:</b></p> <ul style="list-style-type: none"> <li>○ National Aboriginal Capital Corporation Association</li> <li>○ Canadian Council for Aboriginal Business</li> <li>○ CAN-NOR</li> <li>○ CANDO</li> <li>○ Assembly of First Nations</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 Indigenous Representation on major Canadian Tourism Associations and Organizations</b></p>	<p><b>Achieve or maintain Indigenous representation on the Board of Directors of:</b></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>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</p>
<p><b>Increase ITAC Membership</b></p>	<p><b>Increase ITAC Membership:</b></p> <ul style="list-style-type: none"> <li>○ Total Members – 500</li> <li>○ Voting Members – 300</li> <li>○ Marketing Upgrade Members – 100</li> </ul>
<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</p> <p>Produce a minimum of 20 news updates to the website and social media channels</p>

## ITAC BUDGET 2019-20

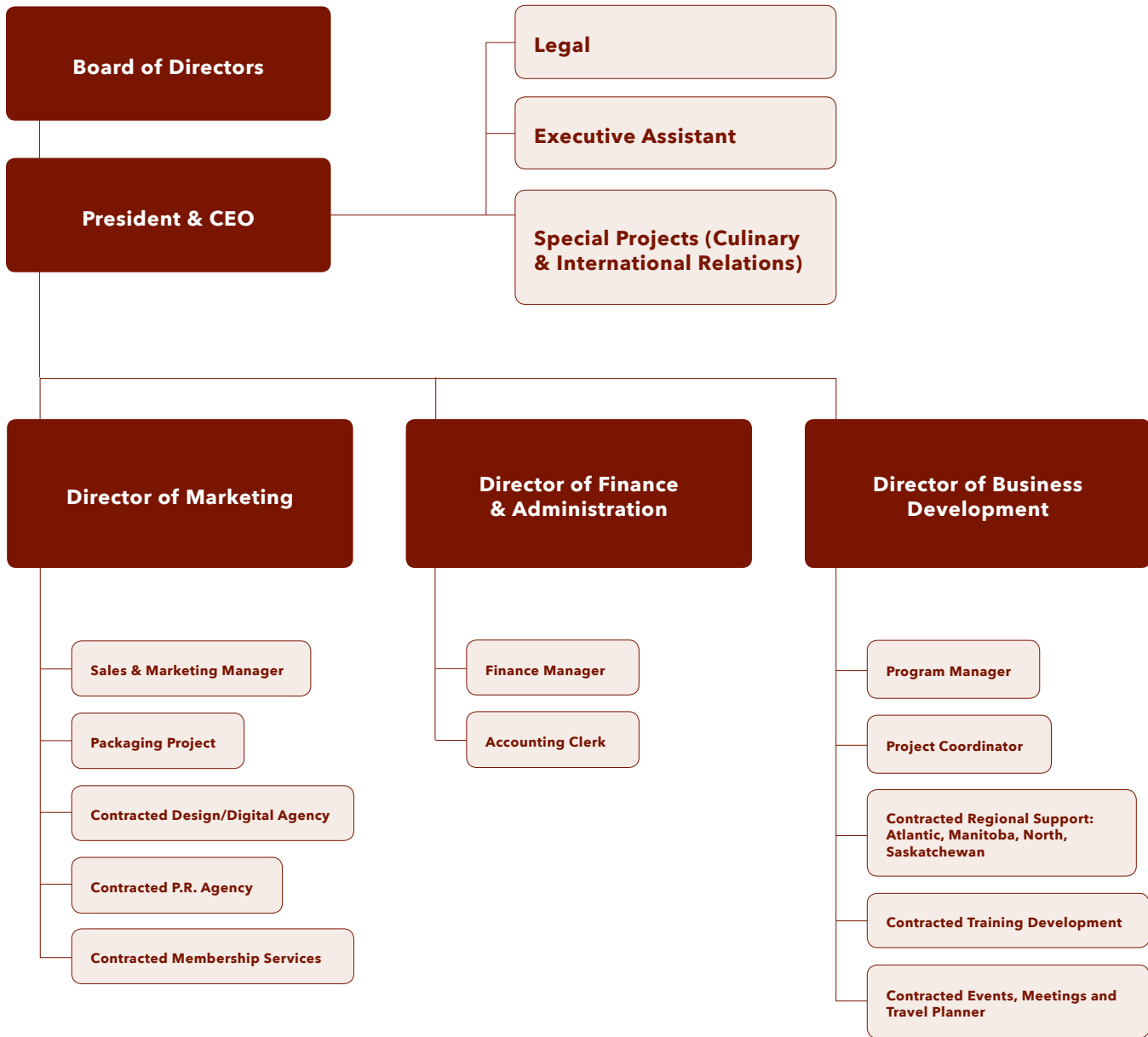
Department	Budget
<b>Administration</b> Office Administration & Rental, Legal Services, Membership Dues, Human Resources, Board Meetings	\$1,283,000
<b>Leadership &amp; Partnerships</b> Development & Strategic Planning, Culinary Tourism, Corporate Communications & Research	\$275,000
<b>Marketing &amp; Sales</b> Travel Packaging, Tradeshow Attendance, Media Relations, Online Support & Webhosting, Creative Design, Travel Trade Familiarization & Hosting	\$1,215,000
<b>Development</b> Micro Grant Program, Provincial & Territorial Support, Training & Capacity Development, International Indigenous Tourism, Conference	\$2,419,000
<b>TOTAL</b>	<b>\$5,192,000</b>

▼ Kluskap Ridge RV & Campground, NS



# ORGANIZATIONAL CHART

Updated: January 2019





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