



**ABORIGINAL
TOURISM BC**
CELEBRATING **20** YEARS

Corporate Plan
2017-2022



Pulling Together.

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Message from the AtBC Board.

For 20 years the Aboriginal Tourism Association of BC (AtBC), together with an incredible gathering of Aboriginal visionaries and entrepreneurs, has transformed lives, helped Aboriginal communities reconnect with their culture and carved a path for a new generation of strong and proud business leaders. We have made these enormous strides with a long list of partners, thanks to our shared belief that Aboriginal cultural tourism in BC is not just about business, but also about rediscovery, transformation and empowerment.

In an age driven by empty brand promises and an endless barrage of advertising messages, it's no wonder that a growing number of travellers hunger for meaning and a deeper connection with the world around them. Never before have these audiences been as ready to hear our stories and experience the power of our Aboriginal cultures in BC.

With Aboriginal cultural tourism's star on the rise, we must greet the future with open arms and face our challenges. Over the next five years, we expect that with the help of our partners and a renewed focus, AtBC efforts will assist the Aboriginal tourism industry in welcoming 2.2 million visitors and helping to generate \$1.5 billion in spending.

On behalf of the entire AtBC team, thank you for taking the time to read our strategic plan, "Pulling Together." We are embarking on a results-based approach that focuses on ensuring Aboriginal tourism brings great prosperity and hope to Aboriginal communities across the province.

AtBC looks forward to continued support from BC's First Nations and the great heights we will reach together.

Sincerely,
Board of Directors
Aboriginal Tourism Association of BC



Why We Exist.

Aboriginal Tourism BC (AtBC) is the Aboriginal tourism association recognized by the First Nations Leadership Council as the official representative of the Aboriginal tourism sector in British Columbia. AtBC includes representation from over 200 Aboriginal tourism businesses and First Nations communities across the province. Through training, information resources, networking opportunities and co-operative marketing programs, AtBC is a one-stop resource for BC Aboriginal entrepreneurs and communities looking to start or currently operating a market-ready tourism business.

Ultimately, we exist to ensure our broad base of stakeholders, including Aboriginal communities, government departments, Aboriginal entrepreneurs and our members, benefit from our marketing expertise; that visitors from Canada and around the world go home to rave about their Aboriginal experience to others; and that BC is a top choice in the world for Aboriginal experiences.

AtBC has made great strides over the past two decades thanks to partners who are deeply invested in the promise of Aboriginal tourism. We are tremendously grateful to the dedicated professionals who built our first Blueprint Strategy: Destination BC, which has stood shoulder-to-shoulder with us through our entire journey; federal partners like Indigenous and Northern Affairs Canada, Western Economic Diversification Canada and Destination Canada; and our destination marketing partners across the province. Finally, profound thanks go to our most esteemed supporters in Aboriginal nations across BC, especially the First Nations Leadership Council and the many voices it represents. Because of the strong foundation these partners have built, AtBC is able to proudly and confidently contribute to the Aboriginal economy and help revitalize Aboriginal communities across the province.



Our Results.

AtBC has successfully implemented its plans over the past 20 years with significant provincial and federal partnership and support. Over this time the number of Aboriginal tourism businesses in BC has increased by 85 per cent and now support 3,300 full-time positions. Due largely to their hard work, Aboriginal tourism revenues in the province surpassed \$50 million in 2015.

JOBS in the BC Aboriginal Tourism Industry (full-time equivalent)

2010	2011	2012	2013	2014	2015
2,266	2,575	2,900	3,000*	3,150*	3,300*

TAX REVENUE generated by the BC Aboriginal Tourism Industry (\$millions)

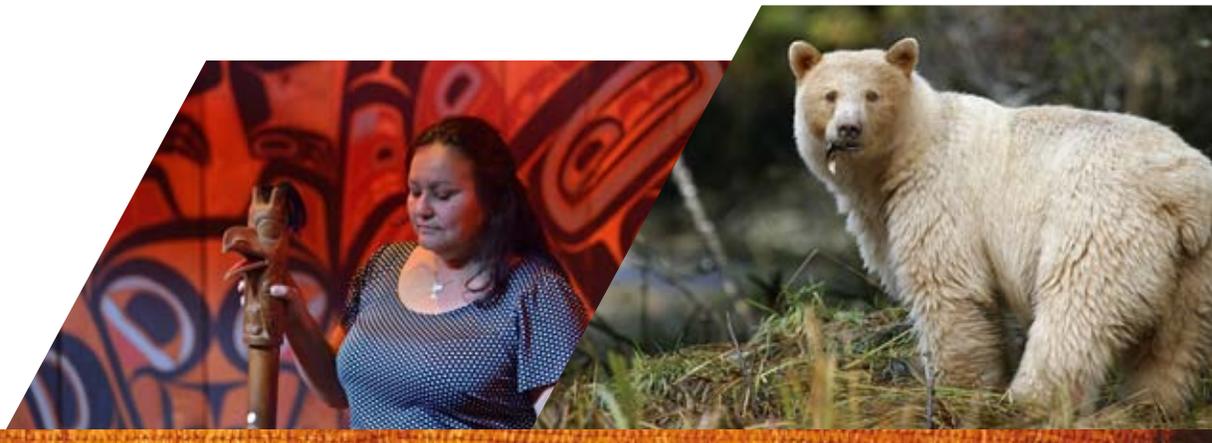
2010	2011	2012	2013	2014	2015
11	12	12	13*	14*	15*

REVENUE generated by the BC Aboriginal Tourism Industry (\$millions)

2010	2011	2012	2013	2014	2015
40	42	42	44*	47*	50*

Statistics from: AtBC Blueprint Strategy Tourism Performance Audit Report 2006-2012, May 2013

*Estimated



Executive Summary.

Tourism revenue is expected to double in the next 20 years, with the Aboriginal tourism sector playing a key role in this growth. In 2015, Aboriginal tourism revenues in BC surpassed \$50 million. In 2017 this number is expected to increase to \$68 million.

The Aboriginal Tourism Association of Canada has endorsed Destination Canada's plan that projects 20 million international visitors will spend \$20 billion in Canada by the year 2020. Based on these expectations, additional market research and the projected performance of Canada's domestic economy, AtBC believes that by 2022 Aboriginal cultural tourism in BC could welcome 2.2 million visitors per year and help generate \$1.5 billion in spending on trips that include an Aboriginal experience.

Realizing these gains will require AtBC to sharpen focus on domestic and international markets with the potential to deliver the greatest returns. To win this business, we must persuade consumers that BC has the most unique and varied inventory of Aboriginal experiences found anywhere in the world, and ensure BC Aboriginal experiences consistently exceed visitor expectations.

Our **VISION** is a prosperous Aboriginal tourism industry connecting visitors to exceptional, authentic experiences.

Our **MISSION** is to advance a competitive and socially conscious Aboriginal tourism industry while contributing to cultural understanding and economic prosperity.



AtBC believes that by 2022 Aboriginal cultural tourism in BC could welcome 2.2 million visitors per year and help generate \$1.5 billion in spending.

Identifying and understanding the motivations that drive our target audiences has never been more important. Using the best available insights to understand their mindset, behaviours and preferences will shine light on where to find our highest value customers, how to speak to them and which strategies to develop to ensure we provide them with the best possible experiences. Mobile technology as a data collection and content distribution platform is key to this type of information gathering,

Keeping this operating environment in mind, AtBC used the PuMP® Performance Measure Blueprint method to focus its efforts over the next five years on the results that will see the organization achieve its vision for visitor arrivals and spending. These results are grouped into five distinct strategic performance areas:

- Marketing
 - Experience Development
 - Partnerships
 - Leadership
 - Organizational Excellence

For each of these performance areas, AtBC has clearly defined its role, target goals and organizational improvements required to achieve success.



Corporate Plan Overview

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Total
Expenditures	\$2,750,000	\$3,025,000	\$3,327,500	\$3,660,250	\$4,026,275	\$16,789,025

Performance Targets						
Aboriginal tourism revenues	\$55,000,000	\$60,000,000	\$65,000,000	\$70,000,000	\$75,000,000	\$325,000,000
Aboriginal tourism jobs	3630	3960	4290	4620	4950	21,450
Visitors who had an Aboriginal experience	1,915,715	1,982,765	2,052,162	2,123,988	2,198,327	10,272,957
Visitor spending that included an Aboriginal experience (000s)	\$1,269,034	\$1,328,678	\$1,391,126	\$1,456,509	\$1,524,965	\$6,970,314
Market ready Aboriginal businesses	88	98	108	118	128	128

Key Initiatives	
Marketing	<ul style="list-style-type: none"> - Engage with Aboriginal communities and link regional tourism marketing strategies at all levels. - Improve customer data sharing between AtBC and marketing stakeholders to increase market power. - Create and curate digital content that captures the emotional power of the Aboriginal experience, and regularly distribute it through partners that can best reach qualified audiences and influence them to seek out more related content. - Invest in multi-channel digital marketing campaigns focused on key Aboriginal tourism corridors that will drive more qualified leads to marketing stakeholders and select booking channels during shoulder seasons.
Experience Development	<ul style="list-style-type: none"> - Support Aboriginal communities new to tourism with assistance pathfinding - Cluster existing market-ready and export-ready Aboriginal businesses amongst Aboriginal communities to develop aboriginal tourism destinations that will enhance and support growth. - Leverage tourism industry and Aboriginal B2B platforms that connect AtBC with Tier 1, 2 and 3 businesses committed to improving. - Focus on service delivery as a way to improve strategic alignment between AtBC, Destination BC, First Nations communities and entrepreneurs. - Partner to deliver business development and training programs that empower communities and local entrepreneurs to build-up BC's inventory of Aboriginal experiences. - Work with high potential market ready product to better meet wholesaler contract terms, and help these Receptive Tourism Operators better communicate their Aboriginal experience inventory to downstream retailers in key AtBC markets.

Corporate Plan Overview - continued

Key Initiatives	
Partnerships	<ul style="list-style-type: none"> - Pursue partnerships that directly support AtBC core values and contribute directly to stakeholder development. - Negotiate federal and provincial partnerships that lead to multi-year funding, adding certainty and sustainability to AtBC operations. - Develop and implement MOUs with key Aboriginal and non-Aboriginal organizations to enhance program delivery to a wider stakeholder base. - Develop sustainable tourism-related business opportunities that will generate program revenue for AtBC
Leadership	<ul style="list-style-type: none"> - Improve corporate communications systems and processes to provide a wider range of stakeholders with more timely and valuable information and updates. - Engage in forums that provide effective two-way communication with stakeholders and partners. - Streamline processes and implement solutions to improve stakeholder servicing and reduce operational complexity.
Organizational Excellence	<ul style="list-style-type: none"> - Modernize human resource policies and institute an employee performance management framework. - Renew AtBC core values and cascade them through the organization to drive performance. - Work with AtBC to develop staff training plans focused on building higher-performing internal teams. - Standardize collaborative work processes.



Strategic Context.

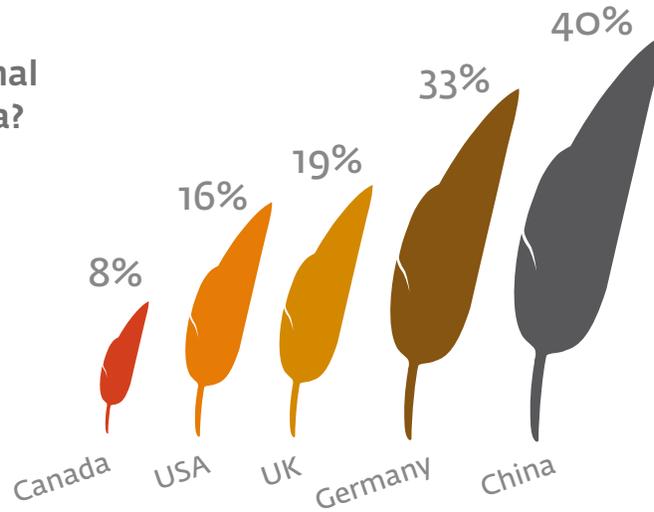
The benefits of Aboriginal tourism are diverse. The demand for cultural tourism products has given Aboriginal peoples in British Columbia an unprecedented opportunity to develop businesses that showcase their traditions, histories and cultures. Tourism is helping create sustainable and meaningful employment for Aboriginal communities, and providing the impetus for elders to pass down culture, history and tradition to youth.

To ensure this continues, AtBC has taken stock of its operating environment. Deeper analysis of our markets, competition, best customers and the Aboriginal cultural experience provides the strategic insights necessary to develop our future direction.

Markets

British Columbia attracts intense interest from travellers around the world. One of AtBC's roles is to narrow down the options and identify the markets of greatest potential for Aboriginal tourism. The best place to start is with markets that already demonstrate an appreciation and appetite for Aboriginal tourism experiences.

Who Had an Aboriginal Experience in Canada?



Source: Global Tourism Watch, Destination Canada 2014

According to the latest research, the top five markets for Aboriginal tourism in Canada are China, Germany, United Kingdom, United States and Canada. Over the next two years, Aboriginal tourism providers can expect to welcome roughly 7.2 million visitors from these countries¹. Concentrating marketing investments on these five markets will provide a solid return.

Competition

Global demand for cultural experiences has never been higher. Unfortunately, the travellers we want to reach don't generally consider British Columbia as having much to offer. Canada trails Australia and the US, who are seen as market leaders in Aboriginal culture by both traditional and emerging markets. Even China puts France, New Zealand, Australia, UK, Germany and US cultural offerings ahead of Canada's.

¹AtBC estimate based on latest Destination BC and Destination Canada research.

People 'Think' Canada is Weak on Culture



By and large this is an awareness issue, but research on the US market alludes to another factor at play. Our close proximity and socio-economic ties have left our largest international tourism market feeling that we aren't much different from them. Canada, in the opinion of many Americans, has nothing unique to offer².

Consumers

Understanding the mindset, behaviours and preferences of those consumers most interested in having an Aboriginal experience shines light on where to find them, how to attract them and how to exceed their expectations. Destination Canada, Destination BC and many other AtBC marketing partners rely on a market segmentation tool, the Explorer Quotient™, to profile their best customers. Based on this research, the segment known as the "Cultural Explorer" holds the most promise for AtBC. Defined by their love of constant travel, Cultural Explorers embrace, discover and immerse themselves in the culture, people and settings of the places they visit. More than others, these travellers crave an authentic interaction with First Nations people.

² Global Tourism Watch, 2014



When it comes to serving up content to Cultural Explorers and enticing them to buy, mobile platforms are becoming increasingly important. In 2015, time spent thumbing through content on a mobile device was greater than that of desktop and other media. By 2019, eMarketer is predicting that nearly two billion people will have smartphones³.

Cultural Explorers

Embrace, discover and immerse themselves in Aboriginal culture and history

- ▶ **Mostly Women**
 - ▶ Educated
 - ▶ Average income
 - ▶ Many 35-54 years old
 - ▶ Most have no kids

- ▶ **Avoid tourist traps**
- ▶ **Seek authentic experiences (don't need luxury)**
- ▶ **Like trying new things**
- ▶ **Challenge themselves**

- ▶ **Favourite Aboriginal experiences:**
 - ▶ Artisans
 - ▶ Local food featuring Aboriginal ingredients
 - ▶ Dance, songs and other performances
 - ▶ Interaction with local residents
 - ▶ Wildlife viewing
 - ▶ Tours
 - ▶ Interpretive centres



Source: EQ Profiles, Destination Canada

³ War Room Inc, 2016

Experiences

There are more than 200 Aboriginal tourism businesses in BC, an 85 per cent increase over 2006. Since 2012, AtBC has seen its membership of market-ready tourism businesses climb steadily to 85 – a 40 per cent jump in just four years. A moderate forecast estimates that under the right conditions this number could increase another 50 per cent, to nearly 130, by 2022.

Growth in AtBC Aboriginal Stakeholders 2012-2022



With numbers on the rise, there is significant opportunity for Aboriginal entrepreneurs and communities operating or considering developing a tourism business. Many Aboriginal experiences are close to selling out in the high season due to a strong US dollar that attracts American tourists and entices Canadian residents to travel at home. But challenges exist that marketing alone can't solve. Like the wider industry, Aboriginal tourism businesses have cited access to capital, finding and retaining trained staff, and transportation issues as key impediments to growth.



Partnerships

AtBC and BC Aboriginal tourism cannot hope to succeed alone given the complex operating environment facing the tourism industry. Overcoming challenges that include a plethora of consumer choice, savvy shoppers, changing channels and increased competition requires that we carefully select partners who can help us grow our position in the market. We risk leaving money on the table if we don't enlist the support of partners that can help us capitalize on the current era of increasing global outbound travel and enabling technology.

Strategic alignment with long-standing AtBC champions Destination BC, Destination Canada, Indigenous and Northern Affairs Canada, Western Economic Diversification Canada and the newly founded Aboriginal Tourism Association of Canada (ATAC) will be crucial. For example, alignment with Destination BC's corporate plans should inform AtBC's own market investment approach and investment weighting decisions. In this way, our partner network will provide AtBC and the Aboriginal tourism businesses we represent with the market power, reach and capabilities necessary to realize our goals.



Performance Areas.

AtBC is the first Aboriginal tourism association in the world to use the PuMP® Performance Measure Blueprint method. The eight-step PuMP® system is used by organizations to improve performance. By using PuMP®, AtBC is actively working to be more focused and productive with human and capital resources so we can set appropriate targets, implement effective measures and assign actions that each AtBC team member can be held accountable for.

Specifically, this innovative approach will:

- Make our strategy easier to communicate and cascade
- Help us select and design meaningful performance measures
- Ensure greater buy in from staff and stakeholders so they enthusiastically own performance measurement and improvement
- Bring our measures to life in a consistent way, using appropriate data
- Focus discussion on improvement
- Allow us to clearly evaluate the status of our performance
- Make measurement about transformation
- See us convincingly hit our performance targets

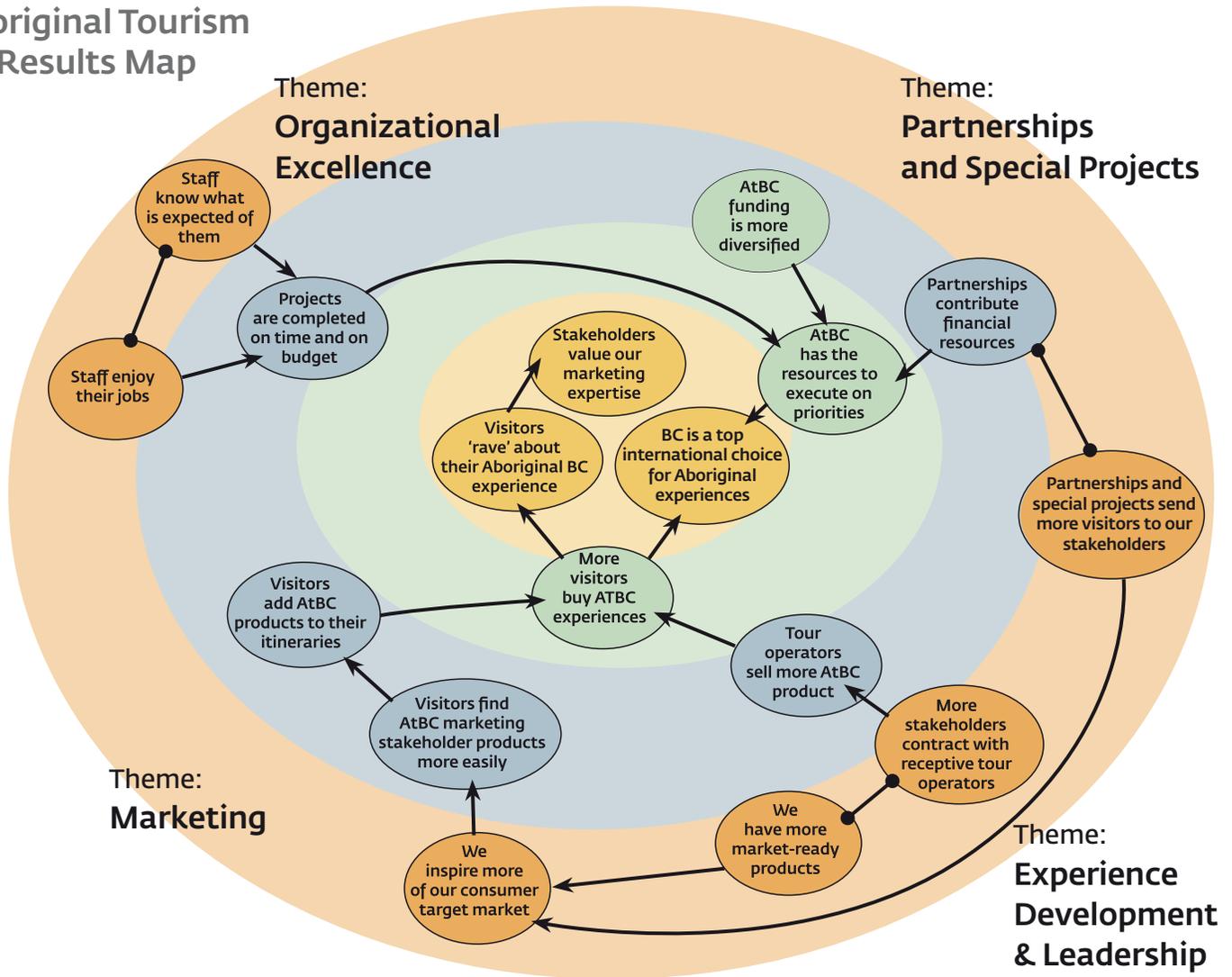
PuMP® dramatically changes the corporate planning process. Instead of simply stating goals or objectives, this new approach forces deeper thinking about *results*.

AtBC will get results through the following strategic performance areas:

- Marketing
- Experience Development
- Partnerships
- Leadership
- Organizational Excellence

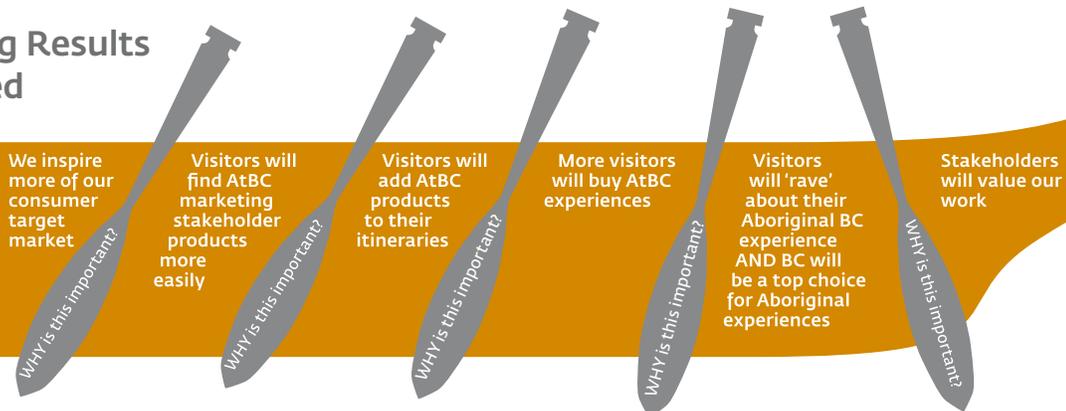


Aboriginal Tourism BC Results Map



This map illustrates the relationship between the most important results we are trying to achieve in each strategic performance area. It shows why achieving each result will lead AtBC closer to realizing our most important outcomes, mission and long-term vision. To demonstrate how this works, the results for marketing found in our results map have been broken-out in the chart below.

Marketing Results Connected



Getting Results Through Marketing

Finding our edge in a complex digital world will ultimately be easier for Aboriginal tourism businesses than it will be for many others. The Web has a seemingly unquenchable thirst for engaging content, and it rewards those with something interesting to say and followers willing to listen. Fortunately, Aboriginal people are master storytellers with an authentic point of view and beliefs that resonate strongly with a committed audience that follows eagerly. Technology and distribution channels able to carry the Aboriginal cultural tourism message will constantly change, but by staying true to our own stories and learning how to tell them in digital formats, AtBC can turn our online followers into powerful advocates.

Our role is to:

- ▶ Be the lead marketing expert for Aboriginal cultural tourism in BC
- ▶ Develop focused and efficient marketing approaches that raise awareness, engage target audiences and help marketing stakeholders close the sale

The results we want to achieve are:

- ▶ Inspire more of our consumer target market
- ▶ Visitors find AtBC marketing stakeholder experiences more easily
- ▶ Visitors add AtBC marketing stakeholder experiences to their itineraries
- ▶ More visitors buy AtBC experiences
- ▶ Visitors rave about their Aboriginal BC experience(s)
- ▶ BC is a top international choice for Aboriginal experiences
- ▶ Stakeholders value our marketing expertise



Where we need to improve in the next few years:

- ▶ Surface the competitive difference of Aboriginal cultural tourism experiences, and properly communicate this to Cultural Explorers in key markets
- ▶ Work with marketing partners and stakeholders that have a committed focus on better digital marketing to:
 - ▶ Develop strategic insights that will improve competitiveness
 - ▶ Create and curate more engaging content
 - ▶ Improve targeted digital content distribution
 - ▶ Focus channel plans by market to deliver stronger results
- ▶ Improve AtBC stakeholders marketing expertise
- ▶ Grow AtBC digital competencies and operational capabilities to bring more marketing functions in-house

Key Initiatives

- ▶ Engage with marketing stakeholders to link tourism strategies at all levels regionally, provincial and nationally to enhance the reach and impact of Aboriginal cultural tourism marketing efforts.
- ▶ Improve customer data sharing between AtBC and marketing stakeholders to increase market power. Approaches could include collecting zip codes and using the data to focus geo-target promotions, or placing ad tracking codes on stakeholder Websites to refine target audience selection.
- ▶ Create and curate digital content that captures the emotional power of the Aboriginal experience, and regularly distribute it through partners that can best reach qualified audiences and influence them to seek out more related content. Heavy emphasis will be placed on training marketing stakeholders to periodically provide AtBC with compelling content that will be distributed through partners with greater digital reach.
- ▶ Invest in multi-channel digital marketing campaigns that will drive more qualified leads to marketing stakeholders and select booking channels during shoulder seasons. To close more sales, AtBC will enhance Aboriginal Travel Services ability to sell leisure packages, and will develop exclusive partnerships with digitally competent travel trade who can report on sales.

More details about AtBC marketing activities, including how we measure our results, are available in the latest *Aboriginal Tourism Action Plan* at aboriginalbc.com/corporate

Getting Results Through Experience Development

Aboriginal cultural tourism plays a significant role in attracting international and domestic markets to destinations. Currently, international markets don't believe that Canada (and consequently British Columbia) has the quality and breadth of Aboriginal cultural experiences that they're looking for. Even at home, Canadians are not inclined to experience Aboriginal tourism products despite knowing they exist. This is more than an awareness issue. Helping committed AtBC marketing stakeholders improve the experiences they provide will help BC stand out in the marketplace and leave visitors feeling emotionally fulfilled in ways that few experiences can.

Our role is to:

- ▶ Link AtBC stakeholders with marketing training and knowledge that will improve their experience and marketing knowledge
- ▶ Connect Aboriginal cultural experiences with existing programs in order to help them become market-ready

The results we want to achieve are:

- ▶ More market-ready Aboriginal-owned products and experiences
- ▶ More marketing stakeholders contract with receptive tour operators
- ▶ Visitors rave about their Aboriginal cultural experience(s) in British Columbia

Where we need to improve in the next few years:

- ▶ Focus more on the training and education needs of Aboriginal tourism providers
- ▶ Remain focused on connecting marketing stakeholders with established training programs that have a track record of success



Key Initiatives

- ▶ Support Aboriginal communities not currently participating in the tourism sector and need assistance pathfinding.
- ▶ Cluster existing market-ready and export-ready Aboriginal businesses amongst Aboriginal communities to develop aboriginal tourism destinations that will enhance and support growth.
- ▶ Leverage tourism industry and Aboriginal B2B platforms that connect AtBC with Tier 1, 2 and 3 businesses committed to improving. B2B platforms include Aboriginal Business Match, local Aboriginal business summits, and Destination BC regional roadshows.
- ▶ Focus on service delivery as a way to improve strategic alignment between AtBC, Destination BC, First Nations communities and entrepreneurs. Building on the Thompson Okanagan partnership model, a key opportunity will be embedding more regional specialists in other tourism corridors.
- ▶ Partner to deliver business development and training programs that empower communities and local entrepreneurs to build-up BC's inventory of Aboriginal experiences. For example, AtBC will work closely with Destination BC to increase Aboriginal business enrolment in their *Remarkable Experiences* Program.
- ▶ Work with high potential market ready product to better meet wholesaler contract terms, and help these Receptive Tourism Operators better communicate their Aboriginal experience inventory to downstream retailers in key AtBC markets.

More details about how AtBC is taking action on experience development, including how we measure results, is available in our latest *Aboriginal Tourism Action Plan* at aboriginalbc.com/corporate



Getting Results Through Partnerships

Securing and maintaining win-win partnerships speeds up BC's journey to becoming the top choice in the world for Aboriginal cultural experiences. The right partnerships have the potential to strengthen and diversify our funding base, grow stakeholder confidence in our abilities, nurture Aboriginal community support for tourism, expand our market power and increase the supply of Aboriginal tourism experiences to meet growing demand.

Our role is to:

- ▶ Be the official lead representative in negotiating and ratifying partnerships focused on growing and strengthening Aboriginal cultural tourism in British Columbia
- ▶ Source, vet and nurture mutually beneficial partnerships that advance the AtBC VISION and MISSION

The results we want to achieve are:

- ▶ Partnerships and special projects deliver more visitors to AtBC marketing stakeholders
- ▶ Partnerships contribute financial resources
- ▶ AtBC funding is more diversified
- ▶ AtBC has the resources to execute on its priorities

Where we need to improve in the next few years:

- ▶ Renew and strengthen partnerships with key provincial and federal partners
- ▶ Focus on collaborative partnerships that contribute directly to corporate results
- ▶ Put preference on multi-year agreements to improve planning certainty and program delivery
- ▶ Negotiate agreements that allow AtBC and partners to focus on their respective areas of strength and competency



Key Initiatives

- ▶ Pursue partnerships that directly support AtBC core values and contribute directly to stakeholder development. Aboriginal programming for Canada’s 150th celebrations in BC and growing the Aboriginal Cultural Festival are key opportunities.
- ▶ Negotiate federal and provincial partnerships that lead to multi-year funding, adding certainty and sustainability to AtBC operations.
- ▶ Develop and implement MOUs with key Aboriginal and non-Aboriginal organizations to enhance program delivery to a wider stakeholder base. Potential partners include the Aboriginal Tourism Association of Canada (ATAC), BC Assembly of First Nations and regional destination marketing organizations.
- ▶ Develop sustainable tourism-related business opportunities that will generate program revenue for AtBC

More details about how AtBC is taking action on partnerships, including how we measure results, is available in our latest *Aboriginal Tourism Action Plan* at aboriginalbc.com/corporate



Getting Results Through Leadership

The First Nations Leadership Council – comprised of the First Nations Summit, Union of British Columbia Indian Chiefs and the BC Assembly of First Nations – has designated the Aboriginal Tourism Association of BC the official representative of Aboriginal tourism in the province. For the past two decades, AtBC has been providing leadership and advocacy on government policy and regulation, business issues, marketing opportunities, product development, skills training and more. Our work ensures that Aboriginal values weigh heavily in tourism solutions, and that a fair share of the benefits flow to Aboriginal communities and businesses invested in tourism.

Our role is to:

- ▶ Be the official designated representative for Aboriginal cultural tourism in BC
- ▶ Advocate on behalf of the Aboriginal tourism industry in the province to ensure that the right economic, social and environmental conditions are in place to sustainably grow Aboriginal tourism

The results we want to achieve are:

- ▶ Stakeholders value our marketing expertise
- ▶ We have more market-ready, Aboriginal-owned tourism products and experiences

Where we need to improve in the next few years:

- ▶ Demonstrate and promote thought leadership on tourism-related issues important to Aboriginal communities and tourism operators
- ▶ Communicate valuable content regularly to stakeholders in their preferred format(s), including meetings and events
- ▶ Energize and help Aboriginal communities create and carry out better tourism plans
- ▶ Improve AtBC digital competencies and operational capabilities to bring more corporate communications functions in-house

Key Initiatives

- ▶ Improve corporate communications systems and processes to provide a wider range of stakeholders with more timely and valuable information and updates. Efforts will include detailed stakeholder research and outreach campaigns designed to reinforce the value of AtBC, and raise awareness of the importance of Aboriginal tourism and its future growth

- ▶ Engage in forums that provide effective two-way communication with stakeholders and partners. Priorities include increasing connections at the AtBC AGM & Forum, regional destination marketing organization gatherings, and other major industry, education and government events.
- ▶ Work with partners to resolve business issues important to Aboriginal tourism businesses and communities.
- ▶ Provide advice, coaching, and tools to other provinces and jurisdictions looking to adopt the AtBC business model.
- ▶ Streamline processes and implement solutions to improve stakeholder servicing and reduce operational complexity. Early efforts will identify and adopt technology services that will improve administrative processes, while eliminating redundant systems.

More details about how AtBC is taking action on leadership, including how we measure results, is available in our latest *Aboriginal Tourism Action Plan* at aboriginalbc.com/corporate



Getting Results Through Organizational Excellence

AtBC is committed to advancing Aboriginal employment and opportunities. Ensuring that AtBC has the human and capital resources to execute on priorities ultimately depends upon hiring and retaining top professionals who are passionate about their work and about Aboriginal cultural tourism. Success depends on our ability to attract the right talent, especially Aboriginal talent. In order to be an employer of choice, AtBC must create a work climate that rewards high-performing teams, embraces collaboration, unleashes the innovative spirit and values constant improvement.

Our role is to:

- ▶ Embrace best practices in organizational management
- ▶ Be an employer of choice
- ▶ Create a work climate that fosters corporate values

The results we want to achieve are:

- ▶ Staff enjoy their jobs
- ▶ Staff know what is expected of them
- ▶ Projects are completed on time and on budget

Where we need to improve in the next few years:

- ▶ Make leadership skills a source of competitive advantage
- ▶ Grow internal staff competencies so we rely less on outsourcing
- ▶ Institute a new performance management framework
- ▶ Create a succession plan to ensure the ongoing development and retention of top performers
- ▶ Rework business processes to improve collaboration and efficiency
- ▶ Foster core values that will achieve business results
- ▶ Modernize human resource policies and procedures

Key Initiatives

- ▶ Modernize human resource policies and institute an employee performance management framework
- ▶ Renew AtBC core values and cascade them through the organization to set expected behaviours
- ▶ Work with AtBC to develop staff training plans focused on building higher-performing internal teams. Leadership training and succession planning will be a priority.
- ▶ Standardize collaborative work processes, beginning with training on how to set roles and responsibilities using best-in-class methods like RACI.

More details about how AtBC is taking action through organizational excellence, including how we measure results, is available in our latest *Aboriginal Tourism Action Plan* at aboriginalbc.com/corporate

Expenditures.

Strategic Performance Area	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Total
Marketing	\$1,100,000	\$1,210,000	\$1,331,000	\$1,464,100	\$1,610,510	\$6,715,610
Experience Development	\$1,150,000	\$1,265,000	\$1,391,500	\$1,530,650	\$1,683,715	\$7,020,865
Partnerships	\$250,000	\$275,000	\$302,500	\$332,750	\$366,025	\$1,526,275
Leadership and Organizational Excellence	\$250,000	\$275,000	\$302,500	\$332,750	\$366,025	\$1,526,275
TOTAL	\$2,750,000	\$3,025,000	\$3,327,500	\$3,660,250	\$4,026,275	\$16,789,025