

A close-up photograph of a person's hands holding a large, dark abalone shell. The person is wearing traditional Indigenous regalia, including a yellow fringed garment and a red and white patterned piece. The background is dark and textured.

INDIGENOUS ALIGNMENT STRATEGY 2021-2024

3 YEAR PLAN

PULLING TOGETHER FOR RECOVERY



**INDIGENOUS
TOURISM BC
CORPORATE**

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Executive Summary

COVID-19 has had devastating impacts to our industry. It is estimated that BC's \$21.5 Billion annual tourism industry may see a reduction down to \$6.7 Billion in 2020, a 67% reduction¹. Indigenous Tourism BC (ITBC) has a strong role to play in taking action and making a significant impact in the recovery and resilience of BC's Indigenous tourism sector, operators and communities affected by COVID-19.

ITBC is currently in Year 4 of implementing its 5 Year Strategy titled *Pulling Together*. This strategy supports the *Pulling Together* Corporate Plan, providing direction that focuses the final two years of the plan towards the areas that will make the biggest impact in achieving the corporate goals. This strategy focuses on creating alignment with our Indigenous, provincial, regional and federal partners so we continue to improve BC's collaborative tourism network, with the intention of this document helping to shape the next 5 Year Strategy.

For the next two years, we will make choices that are driven by bringing benefits to Stakeholders, First Nation communities and the organization, to help them recover and strengthen their competitiveness for the future. We will make strategic choices to execute the best role for our organization with proficiency and excellence, compared with trying to move all projects ahead with limited budget and staff constraints, and not delivering on each project to its fullest potential.

The following four shifts will transpire for each performance area:

LEADERSHIP and ORGANIZATIONAL Innovation	PARTNERSHIPS AND SPECIAL PROJECTS	EXPERIENCE DEVELOPMENT	MARKETING
Strengthen ITBC's Position as a Global Leader in Indigenous Tourism Development	Stand Shoulder to Shoulder on Fewer, Focused Core Projects that Drive our Goals, including COVID-19 Recovery	Support Indigenous Tourism Business Adaptation and Solvency Carve a Clearer Path for a New Generation of Strong and Proud Market-ready Business Leaders	Better Weave Market-ready Indigenous Tourism Businesses into BC's Powerful Marketing Network Increase Focus on Domestic Markets to Drive Business Now

¹ Destination BC, July 19, 2020



We honour the work that has come before and has led us down this path to today. We have made these enormous strides with a long list of partners, thanks to our shared belief that Indigenous cultural tourism in BC is not just about business, but also about rediscovery, transformation and empowerment.

Looking ahead, we are making space for our recovery and continued rise together. Currently, there are significant funding and support available for Indigenous endeavours across Canada and within BC, including those in support of COVID-19 recovery. To ensure we are leveraging opportunities for BC, we have identified priority projects that are ready for funding implementation. And, to ensure we remain focused on core programs where we can make the biggest difference, we have identified programs and projects for active review or that will no longer be supported.

This plan outlines the way forward to meet the common goals we share with our partners:

- Work with partners within BC and nationally to reimagine and reinvent the post COVID-19 tourism industry.
- Lead the Indigenous tourism industry in returning to the 2017/18 level by 2024.
- Achieve annual growth in BC Indigenous tourism revenues.
- Achieve annual growth in jobs at Indigenous tourism businesses.
- Build industry capacity through relevant programs and collaboration.
- Grow sustainable social, cultural, environmental, and economic benefits for all Indigenous British Columbians.



Background Context

Indigenous Tourism BC (ITBC) is currently in Year 4 of implementing its 5 Year Strategy titled *Pulling Together*. And yet, it is a year like no other as the COVID-19 pandemic has impacted everyone. The world is changing as we know it, and Indigenous tourism businesses are being impacted severely. ITBC has been working tirelessly to support the Indigenous tourism businesses that are experiencing unique challenges in the face of the pandemic. We have all pulled together like never before.

This strategy was created to support the *Pulling Together* Corporate Plan, providing direction that focuses the final year of the plan towards the areas that will make the biggest impact in supporting Indigenous tourism businesses in BC in their recovery from COVID-19, so they will be in a stronger position to succeed in the future.

This strategy will also help shape the next 5 Year Strategy and create alignment with our Indigenous, provincial, regional and federal partners so we continue to improve BC's collaborative tourism network.

BEFORE COVID-19

In 2019, tourism was one of the largest and fastest-growing economic sectors in the world, marking the sixth consecutive year of increased travel to Canada and the third consecutive record-breaking year with 22.1 million travellers to Canada.

Tourism in British Columbia contributed \$8.3 billion of value added revenue towards the province's gross domestic product in 2018 and employed 161,500 British Columbians in over 19,329 tourism related businesses. Indigenous tourism is an important fast-growing sector of the tourism industry in BC. In fact, the Indigenous tourism sector was outpacing the overall tourism sector growth both in BC and throughout Canada.²

BC offered over 400 Indigenous-owned tourism businesses. In 2017, BC Indigenous tourism businesses generated total economic impacts (direct, indirect, induced) exceeding \$1,271 million in output (equivalent to GDP of \$970 million). This resulted in 7,428 full-time equivalent jobs (FTE), nearly \$387 million in wages and salaries, and over \$39 million in tax revenue.³

The number of overnight visits to British Columbia, which included some form of Indigenous cultural tourism, increased by an estimated 27% between 2013 and 2016 to approximately 3.6 million visits, almost double the 2006 level. Visitors who participate Indigenous cultural tourism generally spend more per trip than other visitors and tend to stay longer. Indigenous

² Source: ITBC Indigenous Tourism Labour Market Research Literature Review, 2020

³ Source: "The Next Phase" Tourism Performance Audit Report 2012-2017



tourism experiences are typically a 'value-add' rather than a primary trip motivator and are often complimentary to broader nature experiences that are inherent in the BC destination brand. Visitors will often travel a longer distance if the experience is unique and attractive, which supports rural tourism development and international market growth.

There has been growing global interest in Indigenous tourism that enlarges the market opportunity once travel resumes internationally. Travellers globally tend to be less aware of the Indigenous cultural tourism opportunities in Canada, although interest is high. The US market represents the largest opportunity for BC. Indigenous tourism provides an opportunity to differentiate BC from competitive destinations. There is also an awareness gap with the domestic market in BC and Canada, which supports the need for reconciliation and education through tourism.

Despite progress, there are still opportunities to improve the quality and market-readiness of Indigenous tourism offerings. Business Leaders need to understand market characteristics to effectively develop and promote Indigenous cultural experiences in alignment with traveler interests, motivations, and behaviours. Research on Indigenous cultural tourism needs to be enhanced, kept current and include Indigenous Stakeholders in research design.

COVID-19 SUMMARY OF IMPACT TO INDIGENOUS TOURISM BUSINESS

COVID-19 has hit the tourism sector more significantly than any other sector, with many tourism businesses struggling to survive. Indigenous communities are expected to suffer particularly severe impacts of COVID-19. Although travel within BC has resumed, many Indigenous communities are understandably not welcoming visitors to their area. For those businesses that are open, travel expenditures by BC residents will not be sufficient to replace lost revenues from Canadian and International markets due to the lack of access to some rural areas, lower interest in participating in an Indigenous cultural experience, or shifting travel patterns due to COVID-19.

We are still learning the impact of COVID-19 on Indigenous tourism businesses and, as tourism businesses in BC, including gas stations, accommodations, resorts, RV parks and campgrounds, transportation services, outdoor adventures, retail stores and gift shops, festivals and major events, artist studios, restaurants and culinary operations, outdoor adventures, golf, heritage sites, museums, and cultural centres.

Through a survey, we know the impact to ITBC Stakeholders:

- 91% of the Indigenous Tourism BC Stakeholder's have had to close or operate in a limited capacity.
- 74% of businesses have had to lay off employees.

Without support, the Indigenous tourism sector may not recover or overcome this challenge to its full potential.

ITBC & ALIGNMENT PARTNERSHIPS

ITBC is regarded as a world leader in the development and promotion of authentic Indigenous cultural tourism products and experiences and is actively supporting the province in becoming a leading global destination for Indigenous tourism.

Partnerships are critical to the success and operation of ITBC. ITBC has developed partnerships with many organizations, including federal, provincial, and regional tourism organizations such as Indigenous Services Canada, Western Economic Diversification, Destination Canada, Indigenous Tourism Association of Canada (ITAC), Destination BC, go2HR, Northern BC Tourism, Thompson Okanagan Tourism Association, Cariboo Chilcotin Coast Tourism Association, Tourism Vancouver Island, Vancouver, Coast & Mountains tourism region, and Nisga'a and Huu-ay-aht First Nations.

It is also important to recognize the background for alignment in partnerships. In 2010, the All Chiefs Task Force mandated that all of the First Nation Organizations, (FNO's) should develop mechanisms and structures to ensure that First Nations are speaking in a cohesive voice when advancing their common interests. Thus, the necessity to ensure a mandated and accountable framework is established and adhered to for First Nations to build on economies of scale, and efficiencies to collectively advance their interests with Government at all scales, whether Federal, Provincial, Municipal, and local.

In keeping with this mandate, ITBC has been mandated by resolutions of the British Columbia Assembly of First Nations (BCAFN), Union of British Columbia Indian Chiefs (UBCIC), and First Nations Summit (FNS) to work to advance the interests of BC First Nations in advancing their interest on all aspects of tourism development for building local economies, preserving and sharing culture, and generally advancing quality of life for our First Nation Communities.

NEW MANAGEMENT MODEL

To grow the Indigenous tourism sector in BC, the Board of Directors have looked internally to better align with the current landscape of the industry. The Stakeholders and Indigenous communities are at the centre of the ITBC strategies and activities. ITBC has transformed its organization system to a Collaborative Leadership Model that reflects Indigenous peoples and nations' traditional systems, cultures, values and principles.

Symbolized by the tree-rings, the new system is circular with three Chief Officer employment positions, who work collaboratively with decisions made by consensus. These officer positions have equal authority, and report to and are direct employees of the House of Tyee (Board of Directors). Each Chief Officer leads a Clan House (Department Pillar) consisting of employees who are called family. In this renewed environment, corporate culture is foundational for the success of ITBC. All employees are considered family and all partners and stakeholders are called friends. The three Chief Officer titles are:

1. Chief Governance and Partnership Officer
2. Chief Marketing and Development Officer
3. Chief Financial Officer

Already within its first year, this new management model has improved the internal operations of the organization and will help to transform the tourism system, not just for Indigenous Stakeholders but the entire tourism industry.

Highlights

RECENT HIGHLIGHTS INCLUDE:

ITBC and the Province of British Columbia, represented by the Minister of Tourism, Arts and Culture, signed an Indigenous Tourism Accord at the 2019 International Indigenous Tourism Conference. By signing the document, the Province and ITBC agreed to work together to improve economic opportunities for Indigenous peoples, and provide Indigenous-owned businesses with the resources, support and training required to enhance and accelerate tourism's unprecedented growth in BC. The Accord outlines key objectives developed by ITBC and the Province, including increased Indigenous participation in tourism; revitalization of Indigenous cultures, protocols and languages; and collaboration between Indigenous and non-Indigenous tourism operators.

To date, we have secured almost \$10 million in COVID-19 recovery funds to support Indigenous tourism in British Columbia, including a partnership with Indigenous Services Canada and the Aboriginal Financial Institutions in BC that has delivered \$5 million of the Tourism and Hospitality Fund through the Indigenous Community Business Fund. We also released \$300,000 in COVID-19 recovery financial support that was distributed to tourism businesses through the Emergency Relief Fund, a program that offers immediate finances to Indigenous businesses impacted by the global pandemic. To date, ITBC received applications from every tourism region in the province and is granting 71 businesses with emergency relief dollars.

We worked with Indigenous Tourism Association of Canada in their release of Phase 1 of their COVID-19 Development Stimulus Fund, supporting 94 export-ready Indigenous tourism businesses across Canada, including twenty Indigenous businesses in BC with grants of up to \$25,000.

During Tourism Week 2020, ITBC highlighted some of those businesses that have demonstrated leadership and innovation during the COVID-19 global pandemic. Their story as a business-owner to continue sharing what they offer is inspirational, and their commitment to support their staff, customers and community during these times is truly uplifting for all of BC.

We launched a new corporate website IndigenousBC.com/Corporate in February 2020, as a marker in the shift of ITBC to better support businesses and communities in the development of Indigenous tourism experiences in BC.



We are putting a larger emphasis on corporate communications and Stakeholder engagement throughout COVID-19 and will continue this work throughout 2020/21. ITBC has hosted over thirty Stakeholder engagement calls and one on one calls over the Summer of 2020.

We proudly launched the Indigenous BC mobile app, an interactive trip planning and educational resource that immerses travellers in the cultures, traditions and raw beauty of BC's diverse Indigenous territories. The Indigenous BC app, available on Android and iOS, honours tradition with rich digital storytelling from thriving Indigenous cultures in BC. Combining compelling narration, descriptive itineraries and language lessons, the platform guides visitors through authentic experiences around the province. Within 2 months the app was downloaded 4,500 times.

The BC Government provided \$440,000 for the Indigenous Tourism BC labour market project. This two-stage initiative will conduct labour market research and develop an Indigenous tourism labour market strategy to address skills training for tourism operators and businesses. The result will be a new strategy setting the path to strengthen Indigenous tourism in British Columbia.

In summer 2019, we unveiled IndigenousBC.com, a brand-new resource for locals and visitors to British Columbia. This user-friendly, intuitive and mobile-first website has made it easier than ever for visitors and residents to connect, plan and book Indigenous tourism experiences across the province. Supported by the strong partnership between ITBC and Destination British Columbia, IndigenousBC.com leverages the technology platform of Destination BC's multiple award-winning HelloBC.com. IndigenousBC.com is distinguished by its strong brand presence and rich Indigenous storytelling woven throughout each page.

We signed new MOUs with Tourism Vancouver Island and the Vancouver, Coast & Mountains tourism region, managed by Destination BC, for regional representatives, building on the successful partnerships with the Thompson Okanagan Tourism Association, Northern BC Tourism, and Cariboo, Chilcotin Coast Tourism Association.



Strategic Context

The results of an extensive Situation Analysis context review offered the following strategic planning considerations.

SHORT TERM	
COVID-19, and uncertainty of business survival	The COVID-19 pandemic has impacted everyone, and Indigenous tourism businesses and communities are some of the hardest hit. It has taken over 20 years to build the Indigenous tourism industry within BC and achieve over 400 Indigenous tourism businesses. It is imperative we must ensure the survival of these businesses and set them up for future success. We need to be nimble in adjusting to COVID-19 related impacts and opportunities as they unfold.
Stakeholder Engagement	COVID-19 outreach has shown us that our Stakeholder model focused greater efforts on few export-ready businesses and restricted our ability to connect and support Indigenous tourism businesses and communities at all levels of readiness. Through COVID-19 response and recovery efforts, we have connected with more businesses and communities than ever before. We have an opportunity to strengthen these relationships, value all Indigenous tourism businesses for their contribution, and provide each with an appropriate level of support based on their specific needs. We need to support all Stakeholders from early start up to export ready.
Digital is Paramount	<p>The use of mobile and other technology has exploded, with most travellers now having near-constant access to web enabled devices. Digital transformation has become even more important as it is predicted it will be a lasting hallmark of the COVID-19 crisis. Virtual experiences and digital technology are expected to continue to play a vital role, especially in engaging overseas audiences until they can visit again.</p> <p>DMOs are having a hard time keeping up with the complexities of marketing in an ever-changing technology-based world. BC's DMOs are working together in a powerful marketing network to enhance reach and impact. We must work with our partners to keep Indigenous tourism top of mind in the aspirational travel planning of consumers. We need to support businesses in adopting digital transformation tools for marketing, visitor experience and health and safety projects.</p>
Increased Focus on Domestic Markets	COVID-19 travel restrictions and border closures to key international markets means that the domestic market (British Columbians and Canadians) will drive recovery. This is especially true for Stakeholders who are primarily focused on a local market. However, it is unrealistic to expect local market visitation and spend to offset international market losses. New, non-traditional domestic markets need to be explored.

<p>Indigenous Tourism Regional Specialists Engagement and Support</p>	<p>ITBC Stakeholder engagement, interviews and surveys have demonstrated that many Indigenous communities have come a long way in their economic development efforts, and that there are now resources and assistance to support those efforts that weren't there when the Blueprint Strategy was developed. This has created a groundswell of requests to ITBC for advice and guidance from Nations, businesses and entrepreneurs. ITBC needs to focus its role and resources around the province. Indigenous Tourism Regional Specialists play a role in the region as the connector on the ground.</p> <p>The Indigenous Regional Specialists roles are still evolving within BC, and a full complement of staff positions and best practices are not yet in place. Stronger communications and agreements with clearly defined goals and objectives is needed so there is clear understanding about the direction we are heading within each region and so there can be a more unified approach to the challenges facing Indigenous tourism.</p>
<p>Focus on Experience Development</p>	<p>The last decade has witnessed growing demand for vacations that offer authentic opportunities to experience the culture, natural attributes and unique activities of the local destination as well as enrich the traveller's life. New Indigenous tourism experiences are needed to meet market demand. This is even more important as destinations around the world are constantly raising their development game and looking to new experiences to entice visitors after COVID-19.</p>
<p>LONGER TERM</p>	
<p>ITBC Leadership and Organizational Stabilization</p>	<p>Since its inception 20 years ago, ITBC has made significant progress in advancing Indigenous tourism in BC. Strong leadership and focus are needed to set the organization for success for the next 20 years. Over the last year, ITBC has focused its operations and implemented a new management model; both have yielded positive results for the organization. This is a good foundation to build from and ensure ripple effects result in the entire tourism industry benefiting from this new approach.</p>
<p>Reconciliation, Diversity and Inclusion</p>	<p>The COVID-19 pandemic has crushed the tourism industry, but it has also brought to light the systemic issues Indigenous peoples and communities face, including racism, poverty, and homelessness. There is an opportunity to create partnerships with Indigenous peoples and non-Indigenous peoples, organizations, businesses, and governments to really advance Indigenous tourism as a vehicle to advance reconciliation and celebrate diversity and inclusion. An important aspect is to apply the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and Calls to Action of the Truth and Reconciliation Commission as a framework for reconciliation.</p>
<p>Sustainability & Stewardship</p>	<p>The need for responsible and sustainable tourism growth has elevated in status as COVID-19 has provided time for the world to rethink societal values and destinations to rethink their futures. A stronger focus on sustainable tourism practices is expected in the future. Growth must be balanced with the ability to manage the growth in a responsible and sustainable way.</p>

<p>Labour Challenges and Opportunities</p>	<p>The Indigenous population is the fastest growing population in Canada, and in a country and economy where labour is in high demand and short supply, the tourism industry needs to ensure it is accessible and attractive to Indigenous Peoples and that BC continues to be a leading region of Indigenous tourism.</p> <p>COVID-19 has created further unknowns for the Indigenous labour force.</p>
<p>Competition is Increasing</p>	<p>Competition for visitor’s travel dollars have been and continue to increase. Tourism is now seen as one of the most competitive industries in the world as governments look to tourism as an economic generator that also provides social and cultural benefits. Strategic choices, partnerships and adequate resources are needed to ensure Indigenous tourism in BC can compete over the longer term.</p>
<p>Indigenous Tourism Growth and Potential</p>	<p>Indigenous tourism in BC has grown over time and has significant potential to recover and continue to grow in the future. Strength has been built in communities and businesses, and there is considerable demand for Indigenous experiences from B.C.’s key markets. Destination development efforts around the province have highlighted growth for Indigenous tourism, yet pressure points exist to fully realize the articulated visions. Both marketing and development efforts are needed to support Indigenous communities and entrepreneurs to understand the potential and achieve their aspirations.</p>
<p>BC’s Complex Tourism System</p>	<p>To help BC’s tourism industry grow, there is a complex ecosystem of national, provincial and local organizations, government and businesses that rely on each other to develop and market Indigenous tourism. ITBC plays an important role as a strong voice and relationship builder for Indigenous tourism.</p> <p>The tourism system will continue to shift as the DBC Invest in Iconics strategy unfolds as a new way to package and market our province through flagship place brands and place making. The Iconics will alter how the tourism industry integrates and works together on this new way of looking at seasonal and geographic dispersion in BC.</p>
<p>ITBC Partnerships</p>	<p>ITBC has a significant number of partnerships, with over 155 partnerships across BC and Canada. Each partnership requires ITBC staff and funding resources to deliver on the partnership agreements.</p>
<p>Constraints on Achieving Potential</p>	<p>The top constraints to Indigenous tourism in BC (other than COVID-19) are the lack of Market-ready products to meet demand, ITBC Stakeholder model and limited representation, ITBC’s limited budget for significant initiatives, ITBC’s limited capacity to link to federal and provincial level priorities, the tourism industry’s limited awareness of capacity building programs, the tourism industry confusion of the role ITBC plays within the tourism ecosystem, Indigenous tourism labour market, and the tourism industry’s lack of understanding for how best to include Indigenous tourism as a part of the woven fabric.</p>

ITBC Corporate Plan Alignment

This plan aligns with the strategic priorities set out in our *Pulling Together* 2017-2022 corporate plan.

VISION AND MISSION

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

Our MISSION is to provide training, awareness, product development and marketing to support a sustainable authentic Indigenous cultural tourism industry in British Columbia while contributing to cultural preservation and economic development.

GOALS

Six goals have been identified. These support the *Pulling Together* goals, *Provincial Strategic Framework for Tourism* goals, DBC corporate and industry goals, and ITAC goal for Canada and is in line with estimate forecasts of four to seven years for full recovery to 2019 levels. *These goals may need to be adjusted based on future impacts of COVID-19.

- Work with partners within BC and nationally to reimagine and reinvent the post COVID-19 tourism industry.
- Leading the Indigenous tourism industry in returning to the 2017/18 level by 2024.
- Achieve annual growth in BC Indigenous tourism revenues.
- Achieve annual growth in jobs at Indigenous tourism businesses.
- Build industry capacity through relevant programs and collaboration.
- Grow sustainable social, cultural, environmental, and economic benefits for all Indigenous British Columbians.

STRATEGIC PERFORMANCE AREAS

Four Strategic Performance Areas are identified within the corporate strategy to deliver on the vision, mission and goals:

- Leadership and Organizational Innovation
- Partnerships and Special Projects
- Experience Development
- Marketing



TARGETS

	2017/18 Baseline	2024/25 Target	2025/26 Target (previously 2020/21)	2026/27 Target (previously 2021/22)	2027/28 Target (previously 2022/23)
Annual growth in BC Indigenous tourism industry revenues	\$705 million (annual GDP)	Growth rate equal to or exceeding provincial rate	Growth rate equal to or exceeding provincial rate	Growth rate equal to or exceeding provincial rate	Growth rate equal to or exceeding provincial rate
Annual growth in jobs at Indigenous tourism businesses	7,428 jobs	7,428	8,599 (+15.7%)	9,029 (+5%)	9,408 (+4.2%)
Visitors who had an Indigenous experience	1,915,715	1,915,715	2,123,988	2,198,127	2,417,939
Visitor spending that included an Indigenous experience (000's)	\$1,269,034	\$1,269,034	\$1,456,509	\$1,524,965	\$1,677,461
Total Indigenous businesses	401	401	533	587	645
Market ready Indigenous businesses	101	101	118	128	138
Industry participation in ITBC programs and collaboration	n/a	Baseline to be determined	Maintain or Improve	Maintain or Improve	Maintain or Improve
BC resident perceptions of tourism's contribution	n/a	Baseline to be determined	Maintain or Improve	Maintain or Improve	Maintain or Improve

Notes:

- 18/19 targets were not available at the time of writing, due to organizational shifts to respond to COVID-19.
- Annual growth in BC Indigenous tourism industry revenues will be measured against Destination BC performance measure for "B.C. tourism industry revenue".
- Indigenous tourism jobs baseline from "The Next Phase" Tourism Performance Audit Report 2012-2017, with 5% increases annually, similar to the ITAC strategy increases.
- Visitors who had an Indigenous experience 2024/25 targets are based on ITBC Corporate Strategy 2017/18 baselines, 2018/19-2021/22 targets, with a 10% increase for 2022/23, which is now 2027/28.
- Visitor spending 2024/25 targets are based on ITBC Corporate Strategy 2017/18 baselines, 2018/19-2021/22 targets, with a 10% increase for 2022/23, which is now 2027/28.
- Total Indigenous businesses baseline from "The Next Phase" Tourism Performance Audit Report 2012-2017, with a 10% increase annually. 2012 to 2022 forecast from ITBC Corporate Strategy was for a 7.9% average annual increase; with incremental focus this strategy targets higher than average growth rates.
- Market ready Indigenous businesses 2024/25 targets are based on ITBC Corporate Strategy 2017/18 baselines, 2018/19-2021/22 targets, with a 10% increase for 2022/23, which is now 2027/28.
- Information on methodology used in "The Next Phase" Tourism Performance Audit Report 2012-2017 can be found within the document, [linked here](#).
- The Conference Board of Canada states the number of Indigenous tourism businesses in BC is 341 in the Canada's Indigenous Tourism Sector – Insights and Economic Impacts report, May 2019. These numbers were originally sourced from ITAC Business Inventory. The report also states there are 524 million in revenues, 6,957 direct jobs from employment in the Indigenous tourism sector in BC, 167 in labour income, and 260 million in GDP (basic prices). ITBC has chosen to continue to use the same methodology that was established in BC and has been used since the Blueprint Strategy, working with the same researchers.
- BC resident perceptions of tourism's contribution is a shared target with Destination BC, working in partnership to increase the benefits of tourism for all.

Indigenous, Regional, Provincial and Federal Alignment

ITBC aligns with the mandates of the following organizations. This plan aligns with the strategic priorities and programs with our Indigenous, regional, provincial and federal partners.

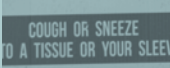
ALIGNMENT WITH BRITISH COLUMBIA ASSEMBLY OF FIRST NATIONS

ITBC and the British Columbia Assembly of First Nations (BCAFN) signed a Memorandum of Understanding to expand the province's rich collection of Indigenous tourism products and experiences and inspire growth in the tourism economic sector.

The BCAFN represents 204 First Nations in British Columbia and works to advance the Aboriginal Titles and Rights, including Treaty Rights and the interests of Nations in BC. In addition, the BCAFN, works to restore and enhance relationships among Nations in BC, the Crown and the people of Canada, and to ensure that the interests of Nations are advocated nationally through the Assembly of First Nations (AFN) Executive.

British Columbia Assembly of First Nations and ITBC agree to:

- Respect Indigenous people and their culture in the awareness, presentation and promotion of Indigenous tourism products and services through the development of a mutually cooperative partnership in order to promote Indigenous tourism industry in BC.
- Promote the benefits and raise awareness of the importance of tourism to the Indigenous community in BC.
- Establish a collaborative relationship to achieve outcomes that are mutually beneficial to the BCAFN and ITBC that will support tourism-based community, human resources and economic development in Indigenous communities.
- Support the promotional efforts of ITBC and work with ITBC to build a strong and vibrant membership.
- Collaborate on developing guiding principles and joint initiatives that support the development of Indigenous tourism in BC and enhancing the economic prosperity of Indigenous people.
- Identify new and emerging opportunities together with other tourism industry partners to participate in research, promotion and advertising initiatives and activities that benefit the Indigenous tourism industry.
- Partner in joint planning sessions to integrate ITBC's marketing efforts on behalf of the



Indigenous tourism industry with BCAFN's Economic Development Strategy for the benefit on an Indigenous tourism industry.

- BCAFN and ITBC will work together to support the growth of the Indigenous tourism industry across British Columbia.

ALIGNMENT WITH UNION OF BRITISH COLUMBIA INDIAN CHIEFS

One of the main principles of the Union of British Columbia Indian Chiefs is that, despite our differences, we will be stronger if we work together. The goal of the UBCIC is to support the work of our people, whether at the community, nation or international level, in our common fight for the recognition of our aboriginal rights and respect for our cultures and societies. Our goal, the goal of the people, has been to give the aboriginal people of BC a voice strong enough to be heard in every corner of the world. We have, and we continue, to carry out this mission in a number of different ways.

Another major principle behind our organization is the belief that knowledge is power. We are dedicated to information-sharing as well as to the fostering of fundamental and necessary research skills for Indian people in the province.

MISSION:

- to improve intertribal relationships through common strategies to protect our Aboriginal Title
- to hold the federal government to its fiduciary obligations and have them change their extinguishment policy
- to support our peoples at regional, national and international forums
- to continue to defend our Aboriginal Title through the revival of our way of life (political, social, economic and spiritual)
- to build trust, honour and respect so we may achieve security and liberty in our lifetime and continue the healing and reconciliation (decolonization) of our Nations

UBCIC articulates the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration), which the government of Canada has adopted without qualification, and has, alongside the government of BC, committed to implement, affirms in Article 15:

1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.
2. States shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

UBCIC has declared its support for ITBC in the preservation of Indigenous culture and advancement of economic development through support, facilitation and promotion of the growth and sustainability of a quality and culturally rich Indigenous tourism industry in British Columbia. Further, the UBCIC Chiefs Council fully supports ITBC as the lead Indigenous Provincial Tourism Organization and their Vision, Mission and implementation contained in their 5-Year Strategy titled 'Pulling Together 2017-2022'.

ALIGNMENT WITH FIRST NATIONS SUMMIT

The First Nations Summit is comprised of a majority of First Nations and Tribal Councils in British Columbia and provides a forum for First Nations in BC to address issues related to Treaty negotiations as well as other issues of common concern.

Our mandate is to advance discussions with Governments in order to position First Nations to conduct their own direct negotiations with the Government of Canada and the Government of British Columbia.

The First Nations Summit articulates that The United Nations Declaration on the Rights of Indigenous Peoples sets out in Article 15:

1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.

The First Nations Summit Chiefs Assembly has declared its support for ITBC and its efforts to implement its 5-Year Plan entitled '*Pulling Together*'.

ALIGNMENT WITH BC RESTART PLAN

The BC Restart Plan outlines 4 phases of recovery from COVID-19:

- Phase 1 (completed – flattening the curve)
- Phase 2 (completed – opening to local communities)
- Phase 3 (current phase: opening to British Columbians travelling within BC, if transmission remains low or in decline)
- Phase 4 (TBD: opening to the rest of Canada and Internationally – conditional on at least one of: wide vaccination; “community” immunity; broad successful treatments)

ALIGNMENT WITH PROVINCIAL STRATEGIC FRAMEWORK FOR TOURISM

The new Strategic Framework for Tourism in B.C. titled *Welcoming Visitors – Benefiting Locals – Working Together* sets out the provincial vision for a prosperous and sustainable tourism sector over the next three years. The framework has an ambitious target of 6% revenue growth by addressing capacity challenges and exploring new opportunities within communities. The goals of the Strategic Framework are aligned with ITBC's goals.

Specific actions are identified within the priority of “Reconciliation Through Tourism”:

- Preserve and promote the living culture and rich heritage of Indigenous peoples through tourism.
- Help Indigenous communities and tourism businesses get the skills they need to continue to develop tourism experiences.

COVID-19 specific actions:

- Financial help for businesses, organizations and industry
- Reviewing government policies

In the 2020-21 Mandate Letter to Destination BC, the Minister of Tourism, Arts & Culture set out the following expectations:

- Apply the *Gender-Based Analysis Plus (GBA+) Framework for Improving British Columbians Standard of Living* to operations and programs.
- Apply the *Declaration on the Rights of Indigenous Peoples Act (DRIPA)* and Calls to Action of the Truth and Reconciliation Commission as a framework for reconciliation.
- Consistent with the *Climate Change Accountability Act*, align operations with targets and strategies for minimizing greenhouse gases and managing climate change risk.

ALIGNMENT WITH INDIGENOUS TOURISM ACCORD FOR BC

In 2019, an Indigenous Tourism Accord was signed with Ministers of Tourism, Art and Culture and Indigenous Relations and Reconciliation, and the Chair of Destination BC to reaffirm collaboration on Indigenous tourism development to maintain British Columbia's premier position in Indigenous involvement in tourism.

ALIGNMENT WITH DESTINATION BC

Destination BC launched a new corporate strategy in March 2020. The strategy has six strategic goals:

Industry Goals	Industry Goals for 2020-2023	Measures
REVENUE	Exceed 4% baseline and achieve target of 6% annual revenue growth in the Provincial Strategic Framework for Tourism	Annual tourism revenue growth rate
VISITORS	Become the most highly recommended destination in North America	Net Promoter Score
RESIDENTS	Grow sustainable social, cultural, environmental, and economic benefits for all British Columbians	BC Resident perceptions of tourism's contribution.
DBC GOALS	Corporate Goals for 2020-2023	Measures
PEOPLE (DBC Employees)	Lead by being a collaborative, insight-driven, results-focused, courageous team.	Employee Engagement
DISPERSION (Seasonal & Geographic)	Increase visitation and tourism revenues in more areas in BC, across more seasons	Room revenue growth: -Seasonal (Mature Destinations) -Geographic (High-potential Destinations)
INDUSTRY (Capacity-building)	Build industry capacity through relevant programs and collaboration	Industry Satisfaction with DBC programs and services

Current priorities for Destination BC are:

- Invest in Iconics
 - o Seasonal and Geographic Dispersion
 - o Place Making: Foster remarkable experiences by improving our destinations, products, services
 - o Place Branding: Amplify through shared brands and marketing
- Destination Stewardship
 - o Align with CleanBC
 - o Support UNDRIP, Truth and Reconciliation Calls to Action
 - o Create accessible experiences and inclusive employment
 - o Build public support for tourism and preserve our social license
 - o Support UN Sustainable Development Goals
- Integrated Industry
 - o Tourism Data Hub
 - o Integrated Development and Marketing
 - o Collective people power
 - o Complementary roles

DBC's corporate strategy states as Partners in Indigenous Tourism "together, we will increase the number of Indigenous tourism businesses, increase market readiness, and increase the number of visitors who had an Indigenous experience, among other goals."



DESTINATION BC'S COVID-19 CRISIS FRAMEWORK:



	RESPONSE March to June, 2020	RECOVERY June 2020 until 2021	RENEWAL Begins when International travel resumes
	Objectives: Provider of inspiration to industry, BC residents, and future international travelers. Provide timely information, tools and learning resources to inform industry decision making.	Objectives: Generate revenue as quickly as possible for BC tourism industry. Support industry in adapting their marketing and product experience to the new visitor.	Objectives: Build a lasting, resilient industry with Iconics. Build back industry competitiveness with continued focus on product development and digital capabilities.
MARKETING	Activities: <ul style="list-style-type: none"> Support public service messaging and support industry with messaging guidelines; Provide inspiration for future travel; Pause all marketing, except social, web, email Planning for Recovery (campaigns, Partners, CDMO's, Sectors, RDMOs, businesses); Planning for Resilience (iconics) 	Activities: <ul style="list-style-type: none"> Launch significant domestic campaign (BC, first; AB, ON later); Focus on key travel motivators, saleable products; Collaboration with key partners to maximize impact, reach and 'relief' opportunities (e.g. BC Ferries, parks, hotels, DC) Expand shared content, shared data, shared systems as a mechanism to support recovery; Planning for Resilience (iconics) 	Activities: <ul style="list-style-type: none"> Consult with industry and Government to develop the Strategy for Tourism Industry Renewal. Begin to engage with industry to implement BC's iconic routes and area's to strengthen BC's competitive advantage for the long term in British Columbia. Expand shared content, shared data, shared systems through the Tourism Data Hub to improve competitiveness.
DESTINATION DEVELOPMENT	<ul style="list-style-type: none"> Industry support and helping SMEs navigate support & relief measures Inform tourism sector relief options and government decision making Understand impacts on supply and community readiness Provide industry training & resources to help prepare for safe re-opening Leadership and support to Visitor Services network for safe re-opening 	<ul style="list-style-type: none"> Industry training resources to maximize revenue potential after opening. Identify key policy levers and investment strategies to enhance industry's ability to recover Fast-track planning area DD priorities and projects Adapt and support heightened role of visitor services during recovery 	<ul style="list-style-type: none"> Build industry resilience through transformative industry policies, processes and projects. Destination Stewardship planning Provide strategic leadership and community tourism planning support Deliver learning opportunities to grow iconic-aligned experiences and digital capabilities Advance provincially significant, longer-term tourism development and investment opportunities Evolve to innovative and digital visitor servicing
RESEARCH & ANALYTICS	<ul style="list-style-type: none"> Scenario analysis to inform planning Impacts of COVID-19 on the visitor economy Dashboard signalling when to relaunch marketing Intelligence on health of the tourism industry 	<ul style="list-style-type: none"> Consumer & resident sentiment tracking and insights to inform marketing and D&ID actions Measure and report on impacts of recovery tactics Monitor recovery of industry 	<ul style="list-style-type: none"> Support research, analysis and insights for industry Renewal Strategy. Public-Private Partnerships research on best practises to develop a resilient, sustainable industry Lead the business case for tourism development and government investment ROI.

ALIGNMENT WITH REGIONAL DESTINATION MARKETING ORGANIZATIONS

ITBC and the Regions have been working together to advance tourism on the ground at a regional level. This includes focus on Tier 1, Tier 2, destination development, and marketing programs. COVID-19 related activities have been focused on the BC Tourism Resiliency Network, which provides BC tourism businesses with meaningful, one-on-one support to navigate the impact of the COVID-19 pandemic, adapt and work towards eventual recovery.

ALIGNMENT WITH INDIGENOUS TOURISM ASSOCIATION OF CANADA

The MOU between ITBC and ITAC supports the continued contributions to the development and support of the Indigenous tourism industry in BC. An important element in achieving a vibrant Indigenous tourism in Canada and British Columbia is the continued sharing of experiences and expertise between the two organizations.

ITAC has launched a four-year, \$50 million strategic recovery plan with the goal to respond, recover and rebuild the Indigenous tourism industry across Canada to levels experienced in 2019. The three main priorities of ITAC's strategic recovery plan are:

- Ensuring the sustainability of ITAC member businesses across the country: This will be achieved through the creation of a stimulus investment fund for Indigenous tourism operators and an increased emphasis on education and training.
- Ensuring the sustainability of the provincial and territorial Indigenous tourism associations: This will be achieved by supporting the ability of provincial and territorial Indigenous tourism associations to maintain their membership and infrastructure.
- Ensuring the sustainability of ITAC's national operations: This will be achieved with an emphasis on leadership and through a strengthening of relationships with our industry and government partners.



ALIGNMENT WITH DESTINATION CANADA

Destination Canada COVID-19 plan:

Response (now):

- Align DC resources for use in recovery and share plan with team
- Provide clear and helpful industry communications
- Create alignment of industry and government efforts
- Provide timely communications to the Shareholder
- Collect and disseminate integrated data to inform industry decision-making

Recovery:

- Sales and marketing plans reflect industry and partner changes
- Plan for speed and scale: programs must consider condensed timelines and continued restraints on traditional execution
- Inspire Canadians to travel in Canada when it is safe to do so
- Our brand, Canada. For Glowing Hearts shows the world we have turned the corner

Resilience:

- Replace lost demand from the previous period with a continued focus on domestic audiences and other markets as signals indicate
- Balance pent up demand with compression relief activities
- Incent international trade
- Strengthen industry's ability to weather future storms
- Educate stakeholders about the new normal themes, including the long-term business case for sustainability

ALIGNMENT WITH FEDERAL GOVERNMENT

The federal tourism strategy includes new funds, programs, and campaigns that support Indigenous tourism development, including the new Canadian Experiences Fund. COVID-19 related priorities include emergency aid and economic stimulus, including:

- Direct support to Canadian workers and businesses to help meet cash needs and stabilize the economy.
- General support for individuals including increasing the maximum annual Canada Child Benefit (CCB) payment amounts, postponing individual tax filing date, and mortgage deferrals and loan re-amortisation, among others, for homeowners.
- Support for people facing unemployment through the Canada Emergency Response Benefit (CERB).
- Support for businesses, which includes providing benefits to workers who agree to reduced normal working hours, a temporary wage subsidy tax deferrals, lowering the Domestic Stability Buffer to allow large banks to inject additional lending, wage subsidies, financial lending for SMEs, stable funding to banks and mortgage lenders to continue lending, and providing Government-guaranteed and funded interest-free loans to small businesses.

SWOT

The following internal Strengths and Weaknesses are focused on ITBC operations while external Opportunities and Threats reflect the broader ecosystem that Indigenous tourism in BC operates within. Some items are pre-COVID-19 but remain relevant for long term planning.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Well established organization ahead of other provincial entities • Good relationships with tourism organizations such as TAC, DBC and ITAC • Strong alignment within the tourism ecosystem • Established training, experience development and marketing programs • Established partnerships • Experienced and committed staff • Knowledgeable and committed Board of Directors • Successful regional specialist programs with TOTA, CCCTA and Northern BC • Destination development plans around BC identified support for and opportunities for elevating Indigenous tourism in BC • Strong organizational leadership and positive family-based working environment • Strength of BC and Canada response to COVID-19 pandemic 	<ul style="list-style-type: none"> • More businesses are seeking digital development and support • Diversity of Indigenous communities throughout BC and the growing global social consciousness for diversity and inclusion • Increased interest and conversion from domestic markets (short term) • Growing and stable demand for Indigenous cultural tourism experiences from BC's key tourism markets (longer term) • COVID-19 related and economic stimulus funding • Increase number of export ready and market ready businesses • Indigenous communities have increasing rights and recognition, with power over economic, social and cultural decisions • National and provincial governments are actively seeking ways to advance Indigenous relations and economic programs • Partnerships with non-Indigenous tourism associations • Growing awareness of Indigenous cultural tourism experiences in BC • Growing demand for authentic cultural experiences and provincial EQ targets align with characteristics of Indigenous Cultural Visitors • Strength and capabilities of BC and Canada's Powerful Marketing Network and available reach, technology, systems, insights

WEAKNESSES

- Budget and programming do not align, resulting in doing a little in a lot of areas
- Lack of sufficient corporate communications and Stakeholder Engagement that meets the needs of all Stakeholders
- Lack of staff resources to maintain current level of workload
- Majority of funding is reliant on government grants
- Lack of stable funding
- Overall industry budgets are not accelerating at the same pace as KPI's
- Lack of an effective performance measurement system
- Reliance on contracted staff positions (due to funding requirements for incremental activities)

THREATS

- COVID-19 waves, lockdowns, and border closures limit Canadian and International market travels
- Uncertainty of business solvency and survival due to COVID-19
- Continued and accelerated labour market challenges
- Downturn in global economics
- Possible funding loss or declines
- Significant obstacles standing in the way of communities or individuals that want to start up a tourism operation
- International competition for tourism
- Strength of Indigenous tourism in other jurisdictions in Canada and abroad, such as Pacific Northwest (emerging competition)
- Future pandemics and other natural disasters



Our Role, Our Focus of Effort

Starting with the Blueprint Strategy in 2005, we have made choices to focus on the key areas that will create a healthy, prosperous and dynamic Indigenous cultural tourism industry in BC. As the tourism industry has evolved, Indigenous tourism has gained increased exposure, and Indigenous peoples have more power over economic, social and cultural decisions, so too must ITBC evolve to focus on our best role to protect, grow and promote a sustainable and culturally rich Indigenous tourism industry in BC.

We will focus our efforts within the following three roles that best suit our organization and our Stakeholder needs during COVID-19 recovery and beyond, ensuring we are working in alignment with our partners and that duplication of effort is minimized:

1. SUPPORT INDIGENOUS STAKEHOLDERS

Our role is to support all tourism-related Indigenous businesses to increase their economic, social, cultural and environmental benefits through tourism. This role includes engaging with the 204 First Nations in BC to create awareness of the value of tourism for consideration as part of their economic development plans, and providing assistance for pathfinding to tourism businesses and entrepreneurs. It is critical we maintain and grow our Stakeholder base to ensure that we are supporting and representing all Indigenous tourism businesses in BC. We need to find ways to continue to engage our Stakeholders, truly make a difference and figure out how we truly make their lives better and their businesses stronger.

Our focus of effort is ensuring the current Indigenous tourism businesses maintain solvency and are supported in their recovery from COVID-19 and that all Indigenous tourism activities.

Our focus of effort is also to encourage the development of authentic Indigenous cultural tourism experiences for visitors and help generate bookings for market-ready businesses. We aim to shift more culturally rich Indigenous businesses up from Tier 1 or Tier 2 striving to reach Tier 3 and Tier 4⁴. We will work with ITAC to help Tier 3 businesses reach export-ready status.

⁴ ITBC supports businesses through their transition from start-up phase (Tier 1) to visitor-ready (Tier 2), market-ready (Tier 3) and export-ready (Tier 4).



2. INSPIRE VISITORS TO EXPERIENCE INDIGENOUS TOURISM

Our role is to ensure that once visitors have selected BC as their destination of choice, they include multiple Indigenous experiences within their overall trip, which generates bookings for Indigenous tourism businesses throughout BC.

Our focus of effort will be working in alignment with BC's powerful marketing network to weave authentic Indigenous tourism experiences into all marketing efforts.

With COVID-19 impacting global markets from travelling, we need to ensure a focus on inspiring BC and Canadian markets to choose Indigenous tourism experiences.

3. COLLABORATE WITHIN TOURISM ECOSYSTEM

Our role is to be the lead organization and voice of Indigenous tourism in BC, working with our partners to develop Indigenous tourism as a competitive advantage for BC and Canada. We know the important work we do with other partner organizations such as the Provincial Government, Destination BC, ITAC and go2HR, among others, as well as economic development organizations, becomes more powerful when deep collaboration occurs.

Our focus of effort is to ensure we are partners at the table, engaging where it matters to ensure Indigenous tourism is woven into the fabric of the industry, not as a button added on. Our focus of effort is to also work in partnership to extend provincial and national programs for BC's Indigenous tourism businesses.



Strategic Shifts

This strategy supports the *Pulling Together* Corporate Plan, providing direction that focuses the final two years of the plan towards the areas that will make the biggest impact in achieving the corporate goals. This plan also focuses on creating alignment with our Indigenous, regional, provincial, and federal partners so we continue to improve BC's collaborative tourism network.

For the next three years, we will make strategic choices to execute the best role for ITBC with proficiency and excellence, compared with trying to move all projects ahead with limited budget and staff constraints, and not delivering to full potential. We will make choices that are driven by bringing benefits to Stakeholders, First Nation communities and the organization.

The following shifts will transpire for each performance area:

LEADERSHIP and ORGANIZATIONAL Innovation	PARTNERSHIPS AND SPECIAL PROJECTS	EXPERIENCE DEVELOPMENT	MARKETING
Strengthen ITBC's Position as a Global Leader in Indigenous Tourism Development	Stand Shoulder to Shoulder on Fewer, Focused Core Projects that Drive our Goals, including COVID-19 Recovery	Support Indigenous Tourism Business Adaptation and Solvency Carve a Clearer Path for a New Generation of Strong and Proud Market-ready Business Leaders	Better Weave Market-ready Indigenous Tourism Businesses into BC's Powerful Marketing Network Increase Focus on Domestic Markets to Drive Business Now

Target Markets

ITBC will align with DBC on the provincial market selection, with a focus on short-haul markets, and responding to DBC and ITAC as strategic partners for leading efforts in longer-haul markets. Market selection and activities will remain fluid in adherence and alignment with the BC Restart Plan and DBC's COVID-19 Crisis Framework:

PRIMARY MARKET (Phase 3 of BC Restart Plan): British Columbia

SECONDARY MARKETS (Phase 4 of BC Restart Plan): Alberta, Ontario, Germany, UK, US

RESPOND MARKETS (supporting ITAC, DC and DBC): Mexico, Australia, Japan, China, France, Netherlands



Priority Initiatives

LEADERSHIP AND ORGANIZATIONAL INNOVATION

MAJOR CATEGORY: Leadership and Organizational Innovation

FOCUS AREAS:

1. Develop and execute on a Corporate Communications Plan to strengthen the industry's understanding of ITBC's plans, COVID-19 activities, and the roles of the regional specialists in experience and destination development.
 - a. Share with Stakeholders what action ITBC is taking to support urgent COVID-19 recovery and how we can support them in their recovery and longer term success
 - b. Clarify and articulate the Stakeholder Engagement pathway and benefits
2. Develop a Stakeholder Engagement Plan with a clear system to work with businesses and communities.
 - a. Create a centralized system for supporting businesses to become a market ready business or enhancement of business
 - b. Develop toolkits for working with all Stakeholders
3. Conduct a review of the ITBC Stakeholder value proposition and explore avenues for growing the number of Stakeholders.
 - a. Identify benefits that support business solvency and COVID-19 recovery
 - b. Explore options for increasing the value for them in working with ITBC
4. Execute on operations with proficiency and excellence.
 - a. ITBC Board and Committee Engagement and Activation, including providing professional development opportunities and more support to Board members
 - b. Inspire a Strong Corporate Culture within ITBC
 - c. Funding availability is prioritized on our focus areas
 - d. Conduct a review of COVID-19 related operational shifts to determine the new businesses practices that should continue post-COVID-19, such as virtual board meetings and working from home
5. Implement corporate Strategic Directions projects.
 - a. Develop the next 5 Year Corporate Strategy
 - b. Continue organizational improvements in human resources and technology practices
 - c. Continue shift for Stakeholder Engagement and corporate communications for recovery and resilience, and ensure both are rooted across all performance areas
6. Develop strategies to activate ITBC in support of the United Nations Sustainable Development Goals, the United Nations Declaration of the Rights of Indigenous Peoples, and the Truth and Reconciliation Calls to Action.

7. Divest of Indigenous Travel Services, providing a smooth path to transition out of the project.
8. Continue to communicate and entrench the new management leadership model within the tourism ecosystem.
9. Embrace *Knowledge is Power* and increase use of research data and insights to grow Indigenous tourism.
 - a. Work with DBC to develop a data and insights research plan. Collaborate with DC, TAC, ITAC and RDMOs on development of the research plan
 - b. Ensure the research plan incorporates data and methodologies needed to: accurately measure growth and other key performance indicators, understand existing and emerging market characteristics, measures visitor perceptions and awareness of Indigenous tourism, evaluates quality of existing visitor experiences and demand for new Indigenous tourism products
 - c. Ensure the research plan is regularly updated and embraces new technology
 - d. Continue to conduct an annual Stakeholder survey and collect other supply side insights identified in the research plan
 - e. Regularly communicate research insights to ITBC staff, partners and Stakeholders
10. Participate and collaborate in on-going tourism research with DBC.
11. Complete and implement an Indigenous Labour Market Strategy.
 - a. Work with TAC to develop and implement a cross government approach to supporting the implementation of the strategy
12. Increase adoption of common measures to help provincial organizations assess Indigenous Tourism sector performance together.
13. Work with TAC and DBC to review the ability to increase ITBC's base funding.

RATIONALE:

ITBC continues to be a strong leader for the Indigenous tourism development and we aim to continue to build on that role and strengthen our ability to deliver. Yet, the organization is in transition with our new management leadership model and there continues to be more and more requests for our time and resources. We need to have organizational excellence to ensure what we focus on is delivering the best benefits for our Stakeholders, we are inspiring visitors and developing Indigenous tourism as a competitive advantage for BC and Canada in collaboration with our strategic partners.

Given increasing international consumer demand, and the collective tourism industry desire for Indigenous engagement and experience development, now is the time to accelerate investment in order to meet the full potential of Indigenous tourism in BC.

POTENTIAL PARTNERSHIPS:

- TAC, DBC, ITAC, RDMOs, WD, ISC, go2HR

RESOURCES:

- Staff time, Board of Directors, Board Committees, partner staff time

SOURCES OF FUNDING:

ITBC base funding (WD, ISC, Destination BC), the Province, ITAC

TIMEFRAME:

Ongoing

BUDGET (for funded Core Budget focus areas only):

- 2021-2022: \$600,000
- 2022-2023: \$600,000
- 2023-2024: \$600,000

UNFUNDED OPPORTUNITIES:

See section on Unfunded High Potential Projects below for details:

- 2021-2022: \$150,000
- 2022-2023: \$150,000
- 2023-2024: \$150,000

PERFORMANCE AND EVALUATION MEASURES:

Specific benchmarks and targets will be developed in an annual action plan:

Goals in Common with Our Partners

- Indigenous tourism industry returns to the 2017/18 level by 2024/25
- Annual growth in Indigenous tourism revenues (ITBC corporate goal, TAC goal, DBC corporate goal, ITAC corporate goal)
- Annual growth in Indigenous tourism jobs (ITBC corporate goal, TAC goal, ITAC corporate goal)

Leadership and Organizational Results

- Stakeholders value our marketing expertise, collaboration support and programs
- More Indigenous tourism businesses and communities participate in ITBC programs and collaboration
- We have more market-ready, Indigenous-owned tourism products and experiences
- Staff enjoy their jobs
- Staff know what is expected of them
- Projects are completed on time and on budget

Additional Evaluation Measures

- Board and Committee meetings transpire
- ITBC Stakeholders and strategic partners understand ITBC's new management leadership model and program management support
- Metrics are in place for ITBC to support provincial sustainable tourism goals
- Data and insights are in place to help with decision making
- ITBC Stakeholders and strategic partner satisfaction
- BC's tourism industry understands and supports reconciliation through tourism
- Increase in funding to support BC's Indigenous tourism growth by the Province and through funding programs
- New Corporate Plan is in place for 2022

PARTNERSHIPS AND SPECIAL PROJECTS

MAJOR CATEGORY: Partnerships and Special Projects

FOCUS AREAS:

1. Lead support for Indigenous tourism stakeholders in COVID-19 recovery in BC.
 - a. Follow the direction of health authorities to focus on the health and safety of our staff, families and communities
 - b. Continue to share and spread the message to social distance so we can slow the spread of COVID-19 in BC
 - c. Support the many Indigenous governments across BC that have or may implement travel restrictions within their communities, and when appropriate, help to restore tourism's social license in these host communities
 - d. Work with Destination BC to execute recovery marketing campaigns aligned to the BC Restart Plan phases that drive business for Stakeholders
 - e. Connect with Stakeholders to understand their impacts and share resources to support their efforts, including best practices to open and operate safely
 - f. Create a Best Practices Guidelines for the Indigenous Tourism sector that follows the directives of the Public Health Office, First Nations Health Authority, and WorkSafe BC
 - g. Advocate for the industry at the provincial level to ensure Indigenous tourism businesses receive a fair share of short and long term government support and stimulus that will be required for full business recovery
 - h. Continue to administer the COVID-19 Emergency Relief Fund Program to support Stakeholders with immediate, short-term needs

- i. Working with partners within BC and across Canada to share what we have learned about the impacts of COVID-19 and to support collaborative efforts to manage the uncertainty and financial loss of Indigenous tourism businesses during this crisis.
 - j. Continue to be nimble and innovative in response to COVID-19 and other unforeseeable impacts collaborate and coordinate with key partners to support Stakeholders through the COVID-19 pandemic
- 2. Launch the Indigenous Tourism Recovery and Digital Acceleration Strategy (ITRDAS).
 - a. Develop a strategy framework
 - b. Support the implementation of different technology partnerships and considerations as a digital marketing tool for Indigenous tourism businesses in BC
 - c. Develop and finalize MOU's with educational and technology companies with augmented reality experience to secure software and partnerships
 - d. Provide one-on-one mentoring and capacity support for businesses
 - e. Extend market reach and trade show participation for identified ITRDAS businesses
- 3. Work with the Province to simplify access to support Indigenous tourism communities and entrepreneurs, and make it easy to work with government on COVID-19 relief and recovery, as well as tourism development, including IRR, AEST, ENV, and FLNR.
- 4. Activate and formalize regional partnerships.
 - a. Continue to build a strong foundation of resources for Stakeholders within the five tourism regions with existing pathfinding assistance
 - b. Add one regional specialist –Kootenay Rockies
 - c. Continue working on Regional/ ITBC partnerships agreements that incorporate best practices and strive for optimum effectiveness in each region
 - d. Leverage the Indigenous regional tourism strategies to input into the regional workplans
 - e. Develop regional targets for new Indigenous businesses and market ready businesses
- 5. Work in partnership with industry, governments, and DBC to better support Indigenous communities that have an interest to benefit from tourism.
 - a. Ensuring sustainable tourism growth contributes to the economic well-being and social fabric of BC communities
 - b. Engaging residents in tourism and building public awareness of the benefits that tourism brings to all British Columbians
 - c. Develop Collaboration Agreements with Indigenous communities that want to benefit from tourism
- 6. Focus regional and corporate staff on the main partnerships and special projects that will deliver results for the next three years. These include:
 - a. Canada/BC collaboration – ITAC, ITOs
 - b. Regional Specialists – TOTA, NBC, CCCTA, KRT, TVI, DBC/VCM
 - c. Destination Development Program implementation – TAC, DBC, RDMOs, AEST

- d. Iconics Place Branding and Place Making – TAC, DBC, RDMOs
 - e. Powerful Marketing Network – DBC, DC, RDMOs
 - f. Stewardship and Sustainability – TAC, DBC, RDMOs
7. Initiate dialogue with provincial partners to determine best approach to bridging and growing relationships between Indigenous and non-Indigenous tourism industry and supporting organizations, including working with TIABC on conferences and gatherings.
 8. Review ability to transition out of the Victoria Indigenous Cultural Festival.
 9. Strengthen ITBC's leadership role by working with other provincial Indigenous Tourism Organizations (ITO).
 10. Increase communications and understanding between staff of TAC, DBC and ITAC.

RATIONALE:

BC is the most diverse province for Indigenous cultures in Canada. With 204 different First Nations in BC it is important to understand the opportunities that exist when working in partnership with Indigenous communities. Both Indigenous and non-Indigenous businesses and communities can thrive when collaborating and partnering together. Also, the tourism ecosystem is complex. The tourism industry in BC is working hard to leverage partnerships; ITBC should be an active partner in these efforts.

There is great gain to be had by working together. Securing and maintaining win-win partnerships speeds up BC's journey to becoming the top choice in the world for Indigenous cultural experiences. The right partnerships have the potential to strengthen and diversify our funding base, grow Stakeholder confidence in our abilities, nurture Indigenous community support for tourism, expand our market power and increase the supply of Indigenous tourism experiences to meet growing demand.

POTENTIAL AND EXISTING PARTNERSHIPS:

- First Nations Leadership Council – comprised of the First Nations Summit, Union of British Columbia Indian Chiefs and the BC Assembly of First Nations
- TAC, IRR, LAB, JTT, DBC, ITAC, RDMOs, WD, ISC, go2HR
- ITOs – Western Canada, Ontario, Quebec, Yukon

RESOURCES:

- Staff time, Board of Directors, Board Committees, partner staff time

SOURCES OF FUNDING:

- ITBC base funding (WD, ISC, Destination BC), the Province, ITAC

TIMEFRAME:

- Ongoing

BUDGET (FOR CORE BUDGET FOCUS AREAS ONLY):

- 2021-2022: \$600,000
- 2022-2023: \$600,000
- 2023-2024: \$600,000

UNFUNDED OPPORTUNITIES:

See section on Unfunded High Potential Projects below for details:

- 2021-2022: \$750,000
- 2022-2023: \$750,000
- 2023-2024: \$750,000

PERFORMANCE AND EVALUATION MEASURES:

Specific benchmarks and targets will be developed annually:

Common Goals

- Indigenous tourism industry returns to the 2017/18 level by 2024
- Annual growth in Indigenous tourism revenues (ITBC corporate goal, TAC goal, DBC corporate goal)
- Annual growth in Indigenous tourism jobs (ITBC corporate goal, TAC goal)

Partnership and Special Projects Results

- ITBC Stakeholders feel ITBC has supported them well through COVID-19 recovery
- ITBC secures funding to support Indigenous tourism businesses solvency and offer program support to aid in recovery
- Partnerships and special projects deliver more visitors to ITBC marketing Stakeholders
- Partnerships contribute financial resources
- ITBC funding is more diversified
- ITBC has the resources to execute on its priorities
- ITBC is a true partner in the execution of the Iconics strategy
- ITBC has actions and measurement targets in place for supporting provincial stewardship and sustainability goals

Additional Evaluation Measures:

- Board and Committee meetings transpire
- ITBC Stakeholders and strategic partners understand ITBC's new management leadership model and program management support
- Data and insights are in place to help with decision making
- ITBC Stakeholders and strategic partner satisfaction

EXPERIENCE DEVELOPMENT

Experience Development

FOCUS AREAS:

1. Have in place a single point of contact within each region for pathfinding assistance and COVID-19 guidance to support Stakeholders in adapting their marketing and product experience to the new visitor and the health and safety guidelines, and in continuing with tourism business development.
 - a. Execute the Roadmap project as a business tool to pathfinding assistance
 - b. Develop tools and offer support and guidance for COVID-19 re-opening, business enhancement and recovery, including through the BC Tourism Resiliency Network
 - c. Develop tools and offer guidance and mentorship to direct businesses to the existing resources that are available for start-ups (Tier 1 and Tier 2), and provide support for development specific to meeting market-ready status (Tier 3)
2. Implement the "Push for Digital Readiness" Fund.
 - a. Increase Push for Digital Readiness Funding
 - b. Secure funding source. Budget needed: \$300,000 annually
3. Work with Destination BC as true partners on the execution of the Iconics Place Making efforts.
 - a. Develop an MOU that outlines the leadership role ITBC will play in the Iconics execution
 - b. Engage in pre-planning and consultation and execution
 - c. Build out BC's iconic journeys, ensuring the Indigenous voice sets a strong foundation and Indigenous experiences are woven throughout
4. Increase focus on new Experience Development.
 - a. Align with ITAC or other partners for export readiness funding programs
 - b. Work with ITAC and/or other partners in the development and execution of an Indigenous Tourism Innovation Lab to help future-proof our Stakeholders businesses
 - c. Encourage the Province and Indigenous communities to amplify the Indigenous tourism story through Reconciliation efforts in key gateways and parks
 - d. Support economic development organizations and agencies with information to ensure that once a tourism-related business is up and running, it is meeting the needs for market-ready status
 - e. Secure funding source to increase engagement in new experience development. Budget needed: \$100,000 annually
5. Continue to facilitate Indigenous community engagement in destination development.
 - a. ITBC corporate and regional specialists to work with DBC and TAC to review inputs from the DBC Destination Development Program plans and strategies and identify priority Indigenous projects to support
 - b. Continue to encourage our Stakeholders to participate in destination development

- strategy implementation around the province as part of the Success Networks to activate Indigenous priorities
- c. Work with DBC to identify leaders and funding sources for destination development projects that activate Indigenous priorities
6. Increase focus on adapting and elevating the visitor experience.
 - a. Develop tools and work with existing Tier 2 businesses to elevate their experiences to Tier 3 and Tier 4
 - b. Encourage First Nations to collaborate and work with local visitor services to increase First Nation presence in visitor service delivery
 7. Streamline and refocus training and outreach programs.
 - a. Continue to evolve and update the resources for Stakeholders, including the corporate website and corporate tools
 - b. Continue to adjust strategy from delivery to collaboration with other training entities and partnering to deliver training programs specific to frontline workers
 - c. Continue to encourage Stakeholders to participate in available COVID-19 recovery training, with an emphasis on using digital technology and experience innovations to help mitigate the effects of COVID-19
 - d. Deliver fewer, Indigenous specific tourism training programs, with a focus on Tier 1, Tier 2 and Tier 3: FirstHost Workshop, Storytelling: Indigenous Tourism Interpretation Workshop, and Value of Tourism Workshop. Develop online delivery methodologies for these training programs to increase the number of people we can reach
 - e. Partner with ITAC, DBC and DC for supporting existing training program delivery for advancing Tier 3 and Tier 4 businesses
 - f. Determine how to most effectively leverage Destination BC's Learning Centre and offerings
 - g. Work with Destination BC to implement Remarkable Experiences for Indigenous businesses
 8. Increase business building capacity for communities and entrepreneurs.
 - a. Better connect Indigenous businesses to opportunities for capacity building.
 - b. Provide tools for staff to use for engagement, including digital tools
 9. Increase efforts to solidify experience development partner alignment.
 - a. Increase engagement with TAC and DBC Destination Development team to direct destination development priorities
 - b. Present experience development plans annually to all TAC and DBC Destination Management staff

RATIONALE:

Indigenous cultural tourism is a small, but rapidly growing segment of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. It

has been identified that significant opportunity exists to enhance the cultural product and experience offerings and participate more fully in this growing segment. 1 in 3 international visitors to Canada are interested in Indigenous tourism experiences (37%) (source: DC, 2019 Market Snapshots).

Significant efforts have been expended provincially to create many destination development strategies through the Destination Development Program DBC launched in partnerships with TAC and ITBC. All strategies have identified Indigenous experience development as a priority.

ITBC is a resource for Indigenous entrepreneurs and communities in BC who are operating or looking to start a tourism business. ITBC works closely with tourism, business, education and government organizations to assist Indigenous tourism businesses in BC to offer quality experiences.

POTENTIAL PARTNERSHIPS:

- Destination BC, ITAC, DC, RDMOs
- Destination Development Success Networks as identified in each strategy
- Aboriginal Capital Corporations, New Relationship Trust, Community Futures, Small Business BC

RESOURCES:

- Staff time, partner staff time

SOURCES OF FUNDING:

- ITBC base funding (WD, ISC, Destination BC)
- RDMO partners – 50/50 cost share for regional specialists
- Other funding sources as secured and identified in Destination Development strategies

TIMEFRAME:

- Ongoing

BUDGET (FOR CORE BUDGET FOCUS AREAS ONLY):

- 2021-2022: \$120,000
- 2022-2023: \$120,000
- 2023-2024: \$120,000

UNFUNDED OPPORTUNITIES:

See section on Unfunded High Potential Projects below for details:

- 2021-2022: \$600,000
- 2022-2023: \$950,000
- 2023-2024: \$950,000

PERFORMANCE AND EVALUATION MEASURES:

Specific benchmarks and targets will be developed annually as part of the annual planning.

Common Goals

- Indigenous tourism industry returns to the 2017/18 level by 2024/25
- Annual growth in number of visitors who had an Indigenous experience (corporate goal)
- Annual growth in visitor spending that included an Indigenous experience (corporate goal)
- Annual growth in number of market ready Indigenous businesses (corporate goal, supports ITAC corporate goal to increase export-ready Indigenous tourism experiences)

Experience Development Results

- More market-ready and export-ready Indigenous-owned products and experience
- More marketing Stakeholders contract with receptive tour operators
- Visitors rave about their Indigenous cultural experience(s) in British Columbia
- Number of market ready businesses supported and remain in operation (fewer businesses close)

Additional Evaluation Measures

- Indigenous tourism businesses understand how they need to adapt their business to the new COVID-19 realities and market shifts and have a working recovery plan
- Indigenous tourism businesses participate in COVID-19 recovery training and innovative training programs
- ITBC is a true partner in developing and implementing the Iconics Place Making strategy
- Number of Indigenous tourism businesses increased from Tier 1 to Tier 2, Tier 2 to Tier 3, and Tier 3 to Tier 4
- All six tourism regions have regional specialists in place
- Total number of new experiences being developed, such as in progress, pre-launch
- Number of Destination Development Program objectives and actions started, in progress and completed
- Additional funds secured to support experience development and destination development
- Number of Indigenous people engaged in training programs or are regional trainers

MARKETING

Marketing

FOCUS AREAS:

1. Develop and implement nimble marketing programs that connect visitors with our Stakeholders and reignite industry revenue generation.
 - a. Work with partners in implementation of COVID-19 related campaigns and marketing activities (see COVID-19 section under Partnerships and Special Projects)
 - b. Work directly with Stakeholders during COVID-19 on their changed marketing needs (shift of markets, hands-on support, cooperative marketing activities)
 - c. Continue to evolve and update consumer website, as needed
 - d. Generate leads for our Stakeholders via our consumer website, online marketing, inspirational content, email campaigns, travel trade and media
 - e. Work with DBC to leverage their collective audience pools
 - f. Continue to evolve the Indigenous BC Trip Planner app for in-market visitors connecting them directly to our Stakeholders' experiences and educating visitors on Indigenous cultures, territories, languages, traditions, history
 - g. Distribute a map of Market-Ready Stakeholders
 - h. Increase adoption of the Authentic Indigenous designation
 - i. Provide Tier 3 (Market-ready) experiences with training and opportunities to meet Tier 4 (Export-ready) criteria to widen our Stakeholders' distribution channels through the travel trade
 - j. Work with DBC to scope a pilot project for Augmented Reality (pending technology review)
 - k. Partner to leverage existing industry CRM, information kiosks to expand Indigenous content that directs visitors in-destination to Indigenous businesses
 - l. Identify opportunities for DBC to leverage ITBC's Stakeholder bookable product through their marketing channels
2. Review the key markets and explore new market development that better meets opportunities to grow business for everyone.
 - a. Explore non-traditional domestic markets such as educational/schools and nearby communities
3. Increase focus on creating, curating and distributing inspiring content.
 - a. Better leverage partner content distribution expertise/ systems
 - b. Content Support – reach out directly to ITBC Stakeholders for stories that can be shared. Support Stakeholders with content development
 - c. Increase focus on weaving Indigenous content throughout campaign efforts for all BC DMO marketing campaigns

- d. Continue to use sector/activity-based content development focus, ensuring Indigenous tourism businesses are represented when a visitor is planning their accommodations and activities
 - e. Work with Regions, DBC, ITAC and sector organizations on development of annual content plans
 - f. Increase content creation with a focus on image bank and video assets
 - g. Develop a larger source of Indigenous writers and photographers for content creation around the province
 - h. Incorporate content into the DBC DAMS and BC Content Hub
4. Highlight Stakeholders' experiences through key content themes
- a. Continue to focus on core content themes: Adventure, Wildlife, Nature and Wilderness, Culinary, Road Trips / Itineraries, Health and Wellness
 - b. Customized eMail Marketing
 - c. Continue to use Social Media
 - i. Develop 6-month social media calendars
 - ii. Continue monthly meetings with RDMOs and DBC to discuss content release on social channels
 - iii. Develop and implement social strategies linking directly to Stakeholders
 - d. Work with A-level, top-tier media and influencers on story placements
 - e. Work with DBC and RDMOs for coordinated paid search
 - f. Continue to use sponsored content
 - g. Continue to use digital advertising
 - i. Participate in the BC Common Tagging Framework
 - ii. Continue work to generate online conversation and bookings for Stakeholders
 - h. Increase focus on collaborative marketing efforts where it makes sense
 - i. Work with DBC on Explore BC and Global non-ski campaigns with featuring content, connecting to businesses, and potential for buying into their campaigns to extend Indigenous content reach
 - ii. Encourage Stakeholders to develop and participate in campaigns that leverage DBC's Co-operative Marketing Program
 - iii. Develop campaigns to leverage ITAC and DC cooperative marketing opportunities
 - iv. Support ITBC in leveraging Destination Canada's Domestic Marketing Campaign focusing on off-peak and Indigenous offerings for BC
5. Continue to build travel trade marketing.
- a. Provide regular communications to travel trade partners about new and existing export-ready experiences
 - b. Itinerary and Package development – highlight experiences and how they fit in to an

- overall itinerary in British Columbia
 - c. Develop strategic partnerships with travel trade partners
 - d. Attend Rendez-vous Canada and Canada's West Marketplace
 - e. Participate in new virtual tradeshow opportunities that we wouldn't have considered in the past due to traveling costs
 - f. Leverage DBC's FAMs and ensure ITBC's Stakeholders are included
 - g. Leverage successful partnerships to build trust for new partnerships with other Indigenous businesses
- 6. Work with Destination BC as true partners on the execution of the Iconics Place Branding efforts.
 - a. Engage in pre-planning and consultation
 - b. Build out BC's iconic journeys, ensuring the place brands are build upon a strong Indigenous presence
 - c. Build out digital assets and content development
- 7. Improve strategic research and reporting to Stakeholders.
 - a. Review insights from our Stakeholders, Destination BC and other partners to monitor market focus and target audiences
 - b. Actively participate in DBC's research and insight sessions
 - c. Provide monthly reporting to our Stakeholders from ITBC's new consumer site and app welcome centre
 - d. Work with DBC on CRM integration and future updates to best service our Stakeholders with insights and reports
- 8. Better connect market-ready Stakeholders with professional development, training and learning opportunities.
 - a. Marketing Mentorship and Training – work with DBC to provide ongoing one-on-one marketing support to our Stakeholders (social media, google workshops, etc.)
- 9. Increase efforts to solidify marketing partner alignment.
 - a. Continue to have the Director, Marketing for ITBC sit on the DBC Tourism Marketing Alliance
 - b. Increase communications with DBC Global Marketing staff to ensure full understanding of marketing efforts and the ability to identify how to support each others success.
 - c. Present marketing plans annually to all DBC marketing staff

RATIONALE:

With significantly more funds, Destination BC is able to create extensive reach using digital technologies and partnerships with key global marketing players such as Google and Facebook. By leveraging their marketing clout, we are able take our marketing budget go farther and support more Indigenous tourism businesses in a greater way.

Our role is to create marketing programs that generate leads for ITBC's marketing Stakeholders. We can align and collaborate with our Stakeholders, communities and industry partners to strengthen ITBC's brand and reputation world-wide.

It is important we educate our audiences on the Indigenous cultures, history and traditions of the 204 First Nations communities in British Columbia, which is an important aspect of generating an interest in Indigenous tourism and respectful travel.

Positioning Indigenous as the main driver will only attract a small number of potential visitors. Most of our Stakeholders fall into other interests and themes. ITBC's marketing will attract consumers through other main travel themes / components where the prospect may not necessarily be interested in an Indigenous experience but is then educated by participating in that experience.

POTENTIAL PARTNERSHIPS:

- Destination BC, ITAC, DC, RDMOs, community DMOs, sector organizations

RESOURCES:

- Staff time, contracted content developers, partner staff time

SOURCES OF FUNDING:

- Stakeholders, ITBC base funding (WD, ISC, Destination BC), Destination BC, ITBC

TIMEFRAME:

- Ongoing

BUDGET (FOR FOCUS AREAS ONLY):

- 2021-2022: \$625,000
- 2022-2023: \$625,000
- 2023-2024: \$625,000

UNFUNDED OPPORTUNITIES:

See section on Unfunded High Potential Projects below for details:

- 2021-2022: \$675,000
- 2021-2022: \$675,000
- 2021-2022: \$675,000

PERFORMANCE AND EVALUATION MEASURES:

Specific benchmarks and targets will be developed annually as part of the annual marketing plan.

Common Goals

- Indigenous tourism industry returns to the 2017/18 level by 2024/25
- Annual growth in number of visitors who had an Indigenous experience (corporate goal)
- Annual growth in visitor spending that included an Indigenous experience (corporate goal)
- Annual growth in number of market ready Indigenous businesses (corporate goal, supports ITAC corporate goal to increase export-ready Indigenous tourism experiences)
- Annual improvements in visitor perception of B.C. as a travel destination (DBC goal)

Marketing Results

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

Additional Evaluation Measures

- ITBC is a true partner in developing and implementing the Iconics Place Branding strategy
- Develop and distribute itineraries
- Develop and distribute content stories
- Increase in content contribution to BC Content Hub
- Total impressions (paid, organic, digital & traditional media)
- Total shares and engagement (social)
- Total #IndigenousBC use
- Average Cost per Content Consumption
- Total online referrals (clicks via paid, organic, and social)
- Total referrals via travel trade
- Stakeholder Satisfaction (survey score 0-10)
- Total number of marketing Stakeholders

Unfunded High Potential Projects

Currently, there are significant funding and support available for Indigenous endeavours across Canada and within BC. To ensure we are leveraging opportunities for BC, the following priority projects are ready for funding implementation.

Priority	Project	Background
1.	Strategy for marketing activities <i>Marketing</i>	Additional funding allows ITBC to implement more marketing and experience work, as identified within the COVID-19 Recovery Strategy. Budget required \$300,000 / year
2.	Indigenous Tourism Recovery and Digital Acceleration Strategy (ITRDAS) <i>Partnerships and Special Projects</i>	Implementation of different technologies to assist Indigenous tourism business recovery and pivot. Utilize digital technology to extend market reach and to provide one-on-one mentoring and capacity support for businesses. <ul style="list-style-type: none"> • Digital Tools for Business • Creation of Digital Content (videos, photos, AR, VR, etc.) • Partnerships with technology partners and education institutions • Technologies Enabling Sharing Economy Businesses (CRM, DAMS, etc.) Budget required \$750,000 / year
3.	Stakeholder Engagement Plan and Corporate Communications Plan <i>Leadership and Organizational Innovation</i>	There is considerable amount of Stakeholder engagement and corporate communication that is needs focus for increasing Indigenous interest and participation in tourism growth. This is particularly important to address the United Nations Declaration on the Rights of Indigenous Peoples and the B.C. Declaration on the Rights of Indigenous Peoples Act. The Stakeholder Engagement areas is lacking funds and resources, yet new plans are needed as well as resources to implement them. Budget required: \$100,00/year
4.	Increase engagement in new experience development and involvement for Reconciliation through tourism <i>Experience Development</i>	There is a strong focus on experience development to sustainable attract visitors, enhance BC's long-term competitiveness and meet the goal of becoming the most highly recommended destination in North America. Budget required: \$100,000 / year

Priority	Project	Background
5.	Increase effectiveness in Experience Development <i>Experience Development</i>	Three corporate areas of attention could be better served with additional funds, including review and update of training programs, facilitate additional Indigenous community engagement sessions, and creation of a new Stakeholder Framework for experience development. Budget required \$100,000 / year
6.	Push for Digital Readiness Funds <i>Experience Development</i>	A grant program that provides grant funding opportunities to Indigenous tourism operators who are Member Stakeholders of ITBC 2018 program was successful. However, additional funds are needed to execute this program again. Budget required: \$300,000 / year
7.	Implement destination development projects that activate Indigenous priorities <i>Experience Development</i>	With limited capacity, ITBC does not have the resources to partner and implement on the, Iconics and Destination Development Program implementation now that the strategies are complete. There is still significant work still required to ensure Indigenous engagement and support projects being implemented. There will need to be more capacity or a clear shift of ITBC staff and Regional Indigenous Specialists time. Budget required: \$150,000 / year in 2022-23 and 2023-24
8.	Implement destination development projects that activate Indigenous priorities <i>Experience Development</i>	While ITBC can encourage First Nations to work with visitor services, a specific project fund would help to jump start that work and develop resources provincially. Budget required: \$200,000 / year in 2022-23 and 2023-24
9.	Increase marketing effectiveness through increased budget <i>Marketing</i>	With the loss of funding in 2020-2021, ITBC's core marketing functions are significantly unfunded. To ensure ITBC is able to support Stakeholders and create competitive advantage for BC through Indigenous tourism, additional funds are needed. Budget required: \$375,000 / year
10.	Execute the Indigenous Tourism Labour Market Strategy <i>Leadership and Organizational Innovation</i>	The Province asked ITBC to develop and Indigenous Tourism Labour Market Strategy. However, once the strategy is complete, implementation funding will be needed. Budget required: to be determined
11.	Increase corporate effectiveness as an organization <i>Leadership and Organizational Innovation</i>	Two corporate areas of attention could be better served with additional funds, including increasing the Board of Director training opportunities and further implementing corporate Strategic Directions projects. Budget required: \$50,000 / year

Included and additional unfunded projects that may have funding opportunities and that we want to keep track of include:

- Review feasibility of a for profit arm of ITBC (\$15,000)
- Conduct research projects for new projects (COVID-19 market recovery, Cultural Centre/ Museum/, Culinary and Outdoor Adventure Strategy) (\$40,000)
- Collaboration Agreements in Regions and Industry Partnerships (\$60,000)
- Provincial Partnerships Framework (\$10,000)
- Develop National Partnerships Framework (\$83,575)
- Revise ITBC Training Materials (\$60,000)
- Deliver Tourism Training (\$35,000)
- Create an Indigenous Tourism Development Fund through the Canadian Experience Fund (\$210,000)
- Renew Remarkable Experience Agreement with DBC (\$12,000)
- Create a new Stakeholder Benefits Guide (\$15,000)
- Provinces and Territories to Mentor on the ITBC Model (\$50,000) (longer-term)



Refocus of Efforts

We will focus on the core programs where we can make the biggest difference, as we don't have capacity to do it all. The following programs and projects are under active review or will no longer be supported.

Continue to Integrate Marketing Campaigns

- Increased efforts with DBC and ITBC as part of the Powerful Marketing Network have helped us reduce our costs associated with marketing, while at the same time increasing our reach and results. Further efforts will be made to continue to integrate marketing campaign efforts with DBC and other regional, community and sector marketing organizations in BC.

Review the transition out of Victoria Indigenous Cultural Festival

- While an important project in Victoria, we will transition the leadership of the festival to a local Victoria owner in order to focus on projects with stronger provincial scope and impact for all ITBC Stakeholders.

Divest of Indigenous Travel Services

- Indigenous Travel Services is a full provision travel agency dedicated to the business and leisure travel needs of companies, Bands, organizations and individuals throughout Canada.
- A review was conducted in 2020 that determined the program was not generating meaningful revenues for the time and costs applied. As such, this program is being transitioned out of the organization, and sold to an interested Indigenous person.

Review Aboriginal Tourism Expert Program

- Online training modules for travel trade. Modules include Grow Your Business, Introduction to Aboriginal Cultures, Aboriginal Contact History in Canada, Things you Need to Know, About the Aboriginal Tourism Association of BC, Authentic Aboriginal Experiences and Itineraries, More to Learn & Additional Resources.



Support for Indigenous Tourism Discovery Centre

- Review ongoing options to develop an Indigenous Tourism Discovery Centre in downtown Vancouver at a high-volume tourism location.
- While still an important project that we will support in principle, we don't have capacity to be the champion of this project with the current capacity and budget in place. However, this project has consistently been identified and highlighted as a desirable destination development project for the Metro Vancouver area, and included within the Metro Vancouver Destination Development Strategy and Metro Vancouver Action Plan.

Refocus Cultural Journey Corridor Initiative

- Good work has been done to develop the Cultural Journey Corridors within BC. Moving forward, Regional Specialists will continue to integrate these efforts into their workplans, along with the destination development priorities. This work will be reviewed in alignment with the new Iconics strategy.
- We have shifted our marketing focus to be better aligned with visitor decision making and path to purchase triggers and focus on elevating experiences and activities.

Completion of Corporate Human Resources, Branding, Technologies and Website

- Significant efforts have been made over the last three years to upgrade our corporate systems and create and communicate our corporate branding. With this effort long underway, we are able to shift our resources into Stakeholder Engagement, experience and destination development.



Budget

The following budget outlines the funded focus of effort priorities as well as unfunded priority projects that are ready for funding when available. Flexibility in budgeting is required to ensure the organization can operate within ongoing budget uncertainty. In addition, ITBC is able to leverage multiple funding sources, so it is important to identify priority projects that are unfunded, so they are ready when funding opportunities arise, such as new funding opportunities through the province, ITAC, and the federal government.

Due to the nature of the organization, ITBC relies on multiple partner agreements for funding, and does not have full funding certainty beyond a short annual window. Historically, ITBC has been able to operate successfully with a budget of approximately \$2.5 million and has been successful in securing additional funds throughout the year to meet that budget number. To successfully implement COVID-19 Recovery and Digital Acceleration, ITBC will need to secure an annual budget of approximately \$4 million to fully recover Indigenous tourism back to the 2017/18 levels.

STRATEGIES		2021-2022	2022-2023	2023-2024
Funded Core Budget Focus of Effort				
1.	Leadership and Organizational Excellence	\$438,000	\$438,000	\$438,000
2.	Partnerships and Special Projects	\$600,000	\$600,000	\$600,000
3.	Experience Development	\$120,000	\$120,000	\$120,000
4.	Marketing	\$625,000	\$625,000	\$625,000
Total:		\$1,783,000	\$1,783,000	\$1,783,000
Unfunded Core Budget and Priority Projects				
1.	Leadership and Organizational Excellence	\$150,000	\$150,000	\$150,000
2.	Partnerships and Special Projects	\$750,000	\$750,000	\$750,000
3.	Experience Development	\$600,000	\$950,000	\$950,000
4.	Marketing	\$675,000	\$675,000	\$675,000
Total:		\$2,175,000	\$2,525,000	\$2,525,000
Grand Total:		\$3,958,000	\$4,308,000	\$4,308,000

