

2019-2020 Indigenous Tourism BC Action Plan



IndigenousBC.com



**INDIGENOUS
TOURISM BC**



**INDIGENOUS
TOURISM BC**
our story. your experience.

Who We Are

ITBC BRANDING: "OUR STORY. YOUR EXPERIENCE"

"Our Story. Your Experience" will continue to drive our consumer identity and brand as we share our connection to the past, present and to the future. The Indigenous gesture of the raising of hands is a way to acknowledge and honour our ancestors as well as give thanks for the opportunity to live and work within our ancestral lands. Finally, "We Raise our Hands" to welcome the world to show and share our living Indigenous cultures in British Columbia.

Our **VISION** is a prosperous and respectful Indigenous cultural tourism industry sharing authentic products that exceed visitor expectations.

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.



Who We Are

FOCUSED ON GETTING RESULTS

Tourism is a growing industry and will continue to grow as 1 in 3 visitors coming to BC are seeking out an authentic Indigenous experience. The tourism industry is a leading force in British Columbia with approximately 21 million overnight visitors, contributing \$17 billion in revenue annually to the provincial economy.

The Indigenous Tourism Sector also saw tremendous growth. Currently, there are an estimated 401 Indigenous tourism related businesses operating in BC generating \$705 million indirect gross domestic output and creating 7,400 direct full-time jobs for Indigenous and non-Indigenous residents in BC through their activities.

In order to continue to drive and lead the sector, we have developed 4 Strategic Pillars that will further strengthen and support our Vision and Mission as we implement Year 3 of our five year strategy titled: "Pulling Together 2017–2022". Each strategic pillar is then supported by a set of goals that will drive the direction for our organization throughout 2019/2020.

We present, over the next few pages, our actions that will provide a roadmap for achieving our goals within each strategic pillar and key performance indicators (KPIs) that will drive us to meet the growing demand for authentic Indigenous experiences. We want to thank our Partners for their continued support and will continue to seek out new partners to source the resources needed to fully accelerate our 2019/2020 Action Plan.

We are focused and energized as 2019 is poised to be another record-year for the BC tourism industry.



Chair's Message

Given the unprecedented and continued growth of Indigenous tourism, those of us who make it our life's passion to promote a healthy and vibrant Indigenous tourism industry find ourselves busy with the task at hand and planning for the future. ITBC's 2019-2020 Indigenous Tourism Action Plans continues our new results-based approach to running the organization of building a prosperous Indigenous tourism industry.

There has been tremendous excitement and change in just only one year for Indigenous Tourism BC and our role as the provincial Indigenous Tourism Organization in BC has also significantly evolved into becoming regarded as a world leader in the development and promotion of authentic Indigenous cultural tourism products and experiences and actively supporting the Province in becoming a leading global destination for Indigenous tourism.

Looking ahead to 2019, highlights of ITBC's 22nd anniversary is another exciting year.

- Implementing a new Organizational Management Model (Indigenous values) and hiring a new Chief Partnership and Governance Officer
- Updating a new 3 Year Plan "Pulling Together" and Provincial Alignment Strategy
- Co-hosting the International Indigenous Tourism Conference in Kelowna
- MOU signing with Vancouver Island Tourism and hiring our fourth Indigenous Tourism Specialist
- New Consumer & Corporate website and Virtual Welcome Centre
- Relaunch of the Authentic Indigenous program for Indigenous businesses

This upcoming year will be important to reinforce the message that, when it comes to Indigenous tourism, what affects one of us in the path of reconciliation through tourism affects all of us. It is because of these strong partnerships that make ITBC successful, in particular, I would like to thank First Nations Leadership Council, Destination BC, Province of BC, WED, ISC, ITAC, and TIABC.

I will have more exciting news to be announced at ITBC's AGM in November 2019 and will be held in conjunction with the International Indigenous Tourism Conference in Kelowna. See you there everyone.



Lim Lmt (Thank you)
for your ongoing support,

A handwritten signature in black ink, which appears to read "Brenda Baptiste". The signature is fluid and cursive.

Brenda Baptiste, *Chair*

Indigenous Tourism British Columbia

Strategic Pillars and Goals



PARTNERSHIPS AND SPECIAL PROJECTS

Cultivate Relationships

GOALS:

- Leverage collaborative partnerships at the local, provincial and national level
- Supporting the growth of strong and resilient Indigenous economies.



MARKETING

Inspire Visitors

GOALS:

- A focused and insightful marketing strategy
- Lead by being an engaging, innovative and results focused team



EXPERIENCE DEVELOPMENT

Activate

GOALS:

- Accelerating authentic experience development opportunities
- Increase capacity and competitiveness of Indigenous businesses



LEADERSHIP AND ORGANIZATIONAL EXCELLENCE

Advocate

GOALS:

- Establish a strong Indigenous Tourism Story to exhibit leadership
- Resilient operational efficiencies

Partnerships and Special Projects

Connecting and engaging with Indigenous communities, entrepreneurs and industry partners.

FOCUS AREA:

1. Activate regional partnerships.
2. Focus regional and corporate staff on the main partnerships and special projects that will deliver results.
3. Work with the Province to simplify access to support Indigenous tourism communities and entrepreneurs, and make it easy to work with government on tourism development
4. 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.
5. Review ability to transition out of the Victoria Indigenous Cultural Festival.
6. Strengthen ITBC's leadership role by working with other provincial Indigenous Tourism Organizations (ITO).
7. Increase communications and understanding between staff of TAC, DBC and ITAC.

Strategy	Tactics	KPI's	Funded	Total	Unfunded
1. Activate Regional Partnerships	4 Indigenous RDMO Charters created to outline key areas of alignment with ITBC Pillars: Development, Marketing, Partnerships	4 MOUs with 4 RDMOs (TOTA, NBCTA, CCCTA and TAVI)	\$175,000	\$175,000	\$0
	Collaboration Agreements in Regions and Industry Partnerships	# of Collaboration Agreements	\$0	\$60,000	\$60,000
2. Activate Provincial Partnerships	Provincial Partnerships Framework	1 New Partnership Agreement with DBC/TIABC/FNLC/Prov BC	\$0	\$10,000	\$10,000
	Victoria Indigenous Cultural Festival	45,000 attendees	\$35,000	\$35,000	\$0
	Partnerships Memberships/Conferences/Events	25 Partnership created / 6 Community Charters	\$50,000	\$50,000	\$0
	International Indigenous Tourism Conference	ITBC AGM	\$55,000	\$140,000	\$85,000
3. Activate National Partnerships	Develop National Partnerships Framework that articulates key areas to align – Marketing such as Travel Trade, Travel Media and Digital Content	Activate MOU with ITAC	\$0	\$83,575	\$83,575
	Provinces and Territories to Mentor on the ITBC Model	# of Mentorships - Indigenous Businesses and Regions	\$0	\$50,000	\$50,000
	Program Management	Partnerships and Special Projects	\$162,600	\$162,600	\$0
Total:			\$477,600	\$766,175	\$288,575

Marketing

Experiencing the richness and value that authentic Indigenous tourism experiences have to offer.

FOCUS AREA:

1. Develop and implement marketing programs that connect visitors with our Stakeholders
2. Increase focus on creating, curating and distributing inspiring content.
3. Highlight Stakeholders' experiences through key content themes
4. Continue to build travel trade marketing.
5. Improve strategic research and reporting to Stakeholders.
6. Better connect market-ready Stakeholders with professional development, training and learning opportunities.
7. Increase efforts to solidify marketing partner alignment

Strategy	Tactics	KPI's	Funded	Total	Unfunded
1. Market our Stakeholders' Experiences Through Key Content Themes	Online Marketing, Social Media, Digital ads	Google Analytics	\$80,000	\$140,000	\$60,000
	Expand Website Infrastructure	CRM, DAMS and Online Services	\$75,000	\$75,000	\$0
2. Marketing Programs Directly Benefiting our Stakeholders	Virtual Welcome Centre / App	1 Mobile App	\$16,000	\$38,425	\$22,425
	Authentic Indigenous Implementation - Materials	Activate Authentic Indigenous	\$10,000	\$10,000	\$0
	Social Media Mentorship	# of Workshops	\$2,500	\$5,000	\$2,500
	Roadshow / Sales Mission	3 Stakeholders / Awards	\$7,500	\$10,000	\$2,500
	Content Support - Mentorship	# of Workshops	\$2,500	\$5,000	\$2,500
	Travel Trade Training Support	# of Workshops	\$2,500	\$5,000	\$2,500
	Develop and print physical map and other materials	# of Maps printed	\$20,000	\$20,000	\$0
3. Develop Marketing Path to Purchase Roadmap	Develop new influential travel trade partnerships in key markets and execute coop marketing activities	2 New Travel Trade Partnerships Attend RVC/ CWM	\$35,000	\$35,000	\$0
	Develop 3 regional-focused media fam tours	3 Individual FAM Tours	\$10,000	\$10,000	\$0
4. Marketing Programs Directly Benefiting our Stakeholders	Develop content for Living Legends, social and website: video and images	# Videos Produced # Photo Shoots	\$20,000	\$20,000	\$0
	Content Writer / Researcher	App, Consumer site, Corporate site	\$60,000	\$60,000	\$0
	Avenue PR Retainer	Media Value	\$54,000	\$54,000	\$0
	Develop and maintain an editorial calendar, online updates	10% increase in Website / Social Media Impressions	\$48,000	\$48,000	\$0
	GoMedia	Attend 2 Media Shows	\$10,000	\$10,000	\$0
	Media FAMS	3 Individual FAM Tours	\$15,000	\$15,000	\$0
	Content Partnerships	# of Partners	\$10,000	\$10,000	\$0
	Program Management	Marketing	\$220,148	\$220,148	\$0
Total:			\$698,148	\$790,573	\$92,425

Experience Development

Offering authentic training, product, and experience development building programs.

FOCUS AREA:

1. Implement the "Push for Market Readiness" Fund.
2. Have in place a single point of contact within each region for pathfinding assistance.
3. Increase focus on new Experience Development.
4. Facilitate Indigenous community engagement in destination development.
5. Increase focus on elevating the visitor experience.
6. Streamline and refocus training and outreach programs.
7. Increase business building capacity for communities and entrepreneurs.
8. Increase efforts to solidify experience development partner alignment.

Strategy	Tactics	KPI's	Funded	Total	Unfunded
1. Implement Fund of "Push for Market Readiness"	Push for Market Readiness Funds	10-20 Market Ready Businesses Supported.	\$100,000	\$200,000	\$100,000
	Canadian Experience Fund (CEF) Indigenous Tourism Development Fund 1) Mentorship Program 2) VCM Indigenous Specialist 3) IITC Registration	1) Online Mentorship Playbook 2) Establish Indigenous Tourism Fund 3) Support 25 Indigenous Tourism Businesses	\$0	\$103,000	\$103,000
2. Tourism Training	Review and update ITBC Training Programs	3 Training Programs Offerings	\$5,000	\$5,000	\$0
	Revise ITBC training Materials	3 Updated Training Programs Materials	\$0	\$60,000	\$60,000
	Deliver Tourism Training	3 Indigenous Communities	\$0	\$35,000	\$35,000
3. Amplify Indigenous Tourism Story	Information Kiosk Program	Physical Kiosks	\$50,000	\$100,000	\$50,000
	Reconciliation in Key Gateways and Parks	8 Locations to be identified	\$0	\$120,000	\$120,000
4. Facilitate Indigenous Community Engagement	Value of Tourism and Destination Development Sessions in Partnership with DBC	1) 6-12 Sessions Held 2 Per region 2) 20 Planning Areas	\$24,000	\$48,000	\$24,000
5. Stakeholder Engagement Strategy	New Stakeholder Framework	Toolkits for Business Development	\$60,000	\$60,000	\$0
	Renew Remarkable Experiences Agreement	10% Increase in Participation Remarkable Experiences	\$0	\$12,000	\$12,000
	Stakeholders Benefits Guide	Membership Application New Stakeholder Guide	\$0	\$15,000	\$15,000
	Program Management	Experience Development	\$125,052	\$125,052	\$0
Total:			\$364,052	\$883,052	\$519,000

Leadership and Organizational Excellence

Supporting the growth of strong and resilient Indigenous economics.

FOCUS AREA:

1. Execute on operations with proficiency and excellence.
2. Implement corporate Strategic Directions projects.
3. Review ability for Indigenous Travel Services to grow as a national social enterprise to generate a sustainable revenue stream.
4. Communicate the new management leadership model within the corporate operations and tourism ecosystem.
5. Increase communications to strengthen the industry's understanding of ITBC's plans, activities and the roles of the regional specialists in marketing and destination development.
6. Increase use of data and insights for Indigenous tourism.
7. Conduct on-going tourism research in collaboration with DBC.
8. Complete and implement an Indigenous Labour Market Strategy.
9. Increase adoption of common measures to help provincial organizations assess performance together.
10. Work with TAC and DBC to review the ability to increase ITBC's base funding allocation.

Strategy	Tactics	KPI's	Funded	Total	Unfunded
1. Board Engagement and Activation	ITBC Board Engagements	8 Presentations/Meetings	\$50,000	\$50,000	\$0
2. Inspire a Strong Corporate Culture	Implement Strategic Pillars	Implement Phase 2	\$25,000	\$25,000	\$0
3. Leadership & Operations	Program Management	Leadership and Operations	\$325,200	\$325,200	\$0
	Core Administration	Deliver efficient operations	\$185,000	\$185,000	\$0
4. Create Sustainable Corporate "For Profit" Arm	Aboriginal Travel Services	Indigenous Tour Packages	\$20,000	\$20,000	\$0
	Feasibility of For Profit Arm	Feasibility Report	\$0	\$15,000	\$15,000
5. Conduct Research Projects Sector Labour Research	Conduct Research Projects Execute Indigenous Tourism Sector Labour Market Research Project.	Blueprint Phase #2	\$0	\$400,000	\$400,000
	3 Year Plan/MRDT/Cultural Centre/Museum, Culinary and Outdoor Adventure Strategy	Develop Provincial Alignment Strategy	\$40,000	\$40,000	\$0
Total:			\$645,200	\$1,060,200	\$415,000
			\$2,185,000	\$3,500,000	\$1,315,000

Budget

4 STRATEGIC PILLARS	
Partnerships and Special Projects	\$477,600
Marketing	\$698,148
Experience Development	\$364,052
Leadership and Organizational Excellence	\$645,200
Total:	\$2,185,000

About Indigenous Tourism BC

Indigenous Tourism BC is a non-profit, Stakeholder-based organization that is committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry. Through training, information resources, networking opportunities and co-operative marketing programs, Indigenous Tourism BC is a one-stop resource for Indigenous entrepreneurs and communities in British Columbia who are operating or looking to start a tourism business. Indigenous Tourism BC works closely with tourism, business, education and government organizations to help BC's Indigenous tourism businesses offer quality experiences and actively promotes these experiences to visitors and local residents. IndigenousBC.com

