ITBC "The Next Phase"
Tourism Performance Audit Report
2012-2017

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INDIGENOUS TOURISM BC

About the Indigenous Tourism Association of British Columbia (ITBC)

ITBC is a non-profit, stakeholder-based organization that is committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry. A sustainable Indigenous tourism sector with diverse products in communities in every region of the province is recognized as one of the major focuses for achieving the visions and goals of Indigenous tourism in BC. Through training, information resources, networking opportunities and co-operative marketing programs, ITBC is a one-stop resource for Indigenous entrepreneurs and communities in British Columbia who are operating or looking to start a tourism business. ITBC 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 residents.

Audit Consultants – O'Neil and Williams

O'Neil Marketing & Consulting / Beverley O'Neil and Dr. Peter Williams have collaborated for more than 20 years on strategic planning, research, studies and programs on Indigenous tourism in British Columbia and Canada-wide. Under the leadership of O'Neil, they worked together with other team members on researching and creating the landmark *BC Aboriginal Cultural Tourism Blueprint Strategy* in 2005. This is the fourth audit study completed by O'Neil and Williams of the progress of Indigenous tourism in BC and ITBC actions and results. More info: www.designingnations.com

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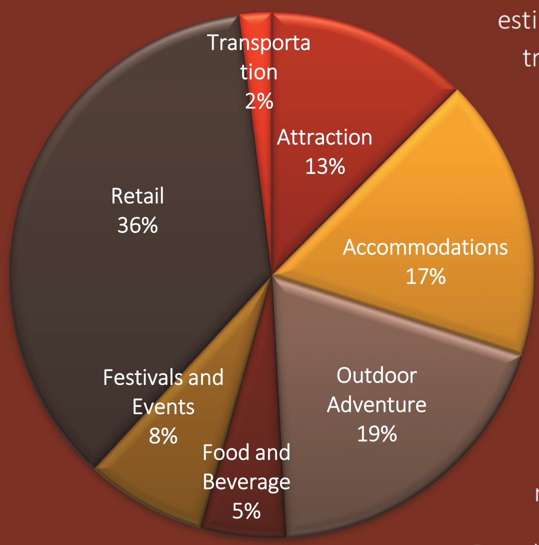
RESULTS SNAPSHOT

In 2016-17, an estimated 401 Indigenous tourism related businesses operated in BC. Located across the province, the largest shares of them were engaged in retail (34%), outdoor adventure (19%), and accommodation (12%) operations.



In 2016, these businesses contributed to the visitor experiences of an estimated 3.6 million overnight travellers in BC. About two-thirds of these travellers were Canadian residents. The remaining visitors (34%) were from foreign countries. On average, about 1 in 3 Asia Pacific, 1 in 4 European, and 1 in 5 American overnight visitors experienced aspects of Indigenous cultural tourism during their stays in the province. Preliminary 2017 visitor arrival data suggested that tourism traffic increased over reported 2016 level, furthering Indigenous tourism businesses.

Collectively in 2016, these businesses generated an estimated $705 million in direct gross domestic output to meet consumer demand for their products and services. They also created about 7,400 direct full-time jobs for Indigenous people and other BC residents through their activities.

Based on 2015 international visitor expenditure estimates, approximately 41% of the direct, indirect and induced impacts created by Indigenous tourism businesses in BC are likely attributable to servicing international visitors.

The top five markets for Indigenous tourism in Canada are: Canada, China, Germany, United Kingdom, and United States. Over the next two years, Indigenous tourism providers can expect to welcome roughly 7.2 million visitors from these countries.

401
Indigenous Tourism Businesses

$705 million
Direct Gross Domestic Output

7,400
Director full-time jobs

The number of market-ready Indigenous tourism businesses in BC continues to increase. In 2017, there was 90 market-ready Indigenous tourism businesses promoted through ITBC marketing programs.

90
Market-Ready Indigenous Tourism Businesses

Surveyed Indigenous tourism operators in 2017, were optimistic about prospects for their businesses over the next five years. About 75% of them anticipated increasing their staff complements during that period.

Almost all (98%) of the surveyed businesses indicated that their operations would benefit from development and marketing initiatives that increased global awareness of Indigenous tourism in BC. They (89%) also felt that stronger partnerships with the travel trade would significantly benefit their operations.

ITBC "The Next Phase" Strategy Performance Audit 2012-2017

SUMMARY

Following the development and implementation of the pioneering 2006-2012 Blueprint Strategy, ITBC developed *The Next Phase (2012-2017) Five Year Strategy for Aboriginal Cultural Tourism* in British Columbia.

The *Next Phase* was designed to build on the success of the original *Aboriginal Cultural Tourism Blueprint Strategy* and adopted its goal to continue to expand the Indigenous cultural tourism industry in British Columbia. The new Strategy also intended to emphasize the coordination of capacity building and product development and strengthen ITBC's marketing initiatives over the fiscal years 2012-2017 in ways that would increase visitor volume, employment and revenue, as well as tax revenue generation. Buoyed by previous achievements during the *Blueprint's* implementation period, *The Next Phase's* goals ambitiously included increasing Indigenous cultural tourism growth by 10% annually. This growth was premised on the successful deployment of several sub-strategies related to increasing product market readiness, partnerships, target market engagement, on-line marketing and regional Indigenous tourism development.

This report gives insights into the performance of Indigenous tourism in British Columbia during the fiscal periods 2013 through 2017[1]. It highlights those ITBC actions supporting the sector's development while providing perspectives on Indigenous tourism growth prospects as expressed by current operators, travel trade representatives and broader tourism industry partners.

When reviewing Indigenous tourism's performance, it is important to recognize that when implementation of *The Next Phase* began, BC's tourism industry was thriving and the Indigenous tourism sector benefited from and capitalized on this 'high tide' of tourism demand. There was also financial support for ITBC in the earlier part of the Strategy's implementation. Indigenous tourism development over this time was a 'good news story' not only for Indigenous stakeholders in BC, but also other Indigenous tourism initiatives throughout Canada

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[1] As this report spans over five fiscal periods (April 1 to March 31) beginning April 1, 2012 to March 31, 2017, data was not available for all indicators and activities for each fiscal.

including the creation of the Aboriginal Tourism Association of Canada (ATAC, now called the Indigenous Tourism Association of Canada, ITAC). While difficult to separate the influence of ITBC's contributions from greater market and economic forces, it is fair to say that ITBC continued to lay important groundwork for future Indigenous tourism growth opportunities in Indigenous tourism in British Columbia, nationally and abroad.

Activities, Outreach and Partnerships

Numerous *Next Phase* programs were implemented by ITBC from 2012 to 2017 fiscal years. However, as with the *Aboriginal Cultural Tourism Blueprint Strategy*, the relative focus and emphasis of these programs changed as ITBC's awareness and capacity to address key 'on the ground' issues grew, and as funding agencies focus and priorities changed.

The following sections highlight initiatives that were particularly influential in shaping Indigenous tourism's performance during this period. For continuity purposes, the activities and outcomes reported are categorized utilizing the *Blueprint Strategy* strategic frame of reference: Tier 1 Awareness Building, Tier 2 Product Development and Capacity Building, and Tier 3 Marketing.

TIER 1: Awareness Building

ITBC's awareness building activities continued to grow community and market interest and engagement in Indigenous tourism development opportunities during the 2012-2017 period.

From a community perspective, ITBC ramped up its activities related to First Nation participation in community planning business startups, cultural inclusion, as well as Indigenous people sharing cultures through tourism. Under its auspices, six regional Indigenous cultural tourism strategies were developed in concert with local First Nation communities and their partners. Collectively these activities heightened awareness of tourism opportunities for business development and partnerships across the province.

From an international travel market perspective, interest in Indigenous tourism in general remained stable in Canada's key markets. Consumer interest in such experiences in destination selection decisions was particularly evident (+74%) in China, India, Germany, and South Korea.

TIER 2: Product Development and Capacity Building

ITBC expanded its portfolio of human resource and product development capacity building programs during the Audit period. Several of these programs focused on helping Indigenous operators and their communities strengthen the human resource and business skill bases needed to develop, market and manage market-ready products and services. From 2014 to 2017, ITBC delivered 9 programs of which 8 were FirstHost front line customer service training. Most of these sessions were delivered outside the Vancouver region.

Additionally, ITBC provided advice and support for the development of 6 region-wide strategic plans for Indigenous tourism development. These involved extensive consultations with regional and local Indigenous stakeholders (e.g., community, business, tourism organizations). Collectively, the strategies included components related to community tourism development, business planning and human resource capacity building, and marketing.

Considerable opportunity remains to increase the uptake of these programs. Only two of ITBC's 12 available human and product development capacity building programs were used by Indigenous tourism operators during the review period. (ITBC, March 2017).

Significantly more of the operators expressed interest in using some of these programs in the future. Those most likely to be used focused on: Cultural Interpretation Training (47%); and Building Community Support for Indigenous Cultural Tourism (46%). One of the more notable barriers to past use of most of these programs was simply operator limited awareness of their existence.

ITBC continued to nurture partnerships with influential travel trade, regional destination marketing organizations, as well as provincial and national tourism agencies. This led to ITBC's involvement and Indigenous tourism's integration into several key tourism industry development strategies and marketing programs in BC and Canada. For example, 28 travel trade events that resulted in over 1000 engagements with tourism and travel trade. Contact with journalists revealed interest in key destinations of Canada, United States, United Kingdom and China.

TIER 3: Marketing

ITBC modified its marketing activities as the influence of social media on travel and tourism travel behavior became more apparent. Most specifically, it increased its investment in online and social media presence. Consequently, ITBC's Consumer website experienced a growth in unique visits from 2014/15 to 2016/17 of nearly 30%, however, the Corporate site unique visits declined by about 25%. The web bounce rate for Consumer and Corporate groups was average or below average, with average pages visited per session around 2.4 and 2.8 respectively. In both groups, the primary country of origin for its visitors was Canada (80-90%), while its international visitors were mostly from the United States. Overseas visitors were less than 1% each for the other top eight countries.

As Facebook and Twitter's importance as communication channels grew in popularity amongst ITBC's stakeholders, so did the followers of ITBC's Consumer and Corporate groups. During the review period, its Facebook presence generated over 25,000 followers, Twitter had over 6,000 Consumer and nearly 2,000 Corporate followers. While the number of followers grew in both groups and medias, impressions[2] declined over the period for all (Sprout Social Reporting 2016).

Overall, incidence of Indigenous tourism operator use of ITBC's marketing programs was greater than its other programs. Operators were most likely to use ITBC's on-line marketing applications (49%), Fam Tour programming assistance (38%), and Stakeholder Sessions (36%).

Interest in future use of ITBC's marketing programs was also relatively strong. At least 40% of the operators expressed their intent to use these programs in the future. Support was greatest for future use of its On-line marketing (63%), Media Relations (59%), and Aboriginal Travel Service (57%) programs.

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[2] Potential reach measures how many unique *Twitter* accounts your tweets could have reached. A potential impression means a *tweet* has been delivered to a *Twitter* account's timeline. *Twitter impressions* are described as the delivery of a post or *tweet* to an account's *Twitter* stream. The stream is composed of several tweets from various sources.

Awareness of ITBC’s marketing programs tended to be higher than that related to its broader capacity building programs. All programs had at least 50% of the operators expressing awareness of each of these alternatives.

ITBC’s working relationships with travel trade representatives remained strong during the review period. For the most part, travel trade stakeholders felt that ITBC and its stakeholders had collectively contributed to making BC a more attractive travel option for their clients and partners. However, they also expressed an underlying feeling that more proactive and timely efforts were needed by ITBC to support its travel trade partners in their activities, and that the Indigenous tourism product needed to change to meet the nature of their markets.

Markets, Volume and Revenue

Interest in pursuing Indigenous cultural tourism experiences while travelling remained stable in Canada and BC’s key long-haul travel markets, during the review period. Such interest was particularly evident (>74%) in China, India. Germany and South Korea, and substantial (+40%) in several other markets. However, awareness of Canada’s Indigenous tourism opportunities in these markets was limited (<25%).

US travellers represent the largest share (68%) of international travellers to Indigenous cultural tourism sites. About 16% of BC’s short haul travellers from Washington, Oregon and California had experienced Indigenous cultural tourism in BC during the 2012-2014 period. In addition, specific sub-segments of this market expressed an even greater affinity for including such experiences in their travel plans in BC. Those experience segments included Authentic Experiencers (25%), Cultural Explorers (18%) or Gentler Explorers (17%). They were most apt to visit Vancouver Island (42%), Okanagan (39%), Vancouver (36%), and Kootenays (20%) regions.

Based on overall BC overnight visitor flows and estimated Indigenous tourism incidence levels, about 2.9 million tourists experienced some form of Indigenous tourism (e.g., attractions, products, services, events, etc.) as part of their provincial trips in 2013. While only informal estimates exist, approximation suggest that 3.6 million overnight travellers experienced Indigenous tourism in 2016. This represented a 27% increase over 2013 levels. Preliminary figures suggest that further increases above 2016 levels occurred in 2017.

Indigenous Tourism Business Performance

Growing demand for Indigenous tourism accelerated the emergence and/or expansion of Indigenous tourism businesses between 2012 and 2017. During this period, the number of these businesses identified as operating in BC rose from about 204 to 401 in 2017. This represented an expansion of about 97% over the 2012 level. Much of the increase is attributed to the identification of more businesses in the retail sector (namely gas stations) that serve local and tourist markets.

Significant shares of BC’s Indigenous tourism operators reported in a 2017 survey that during the 2014-2016 period their businesses had increased ‘somewhat or a lot’ in terms of sales revenues (82%), marketing effectiveness (63%), market competitiveness (61%), number of employees (49%), and days of operation (43%). They highlighted possibilities to increase market awareness, customer service quality and travel trade partnerships. These priorities reflect areas of future potential and importance identified in an operator survey conducted in 2011. (ITBC Business Survey 2011)

Indigenous Tourism Economic Performance

The 401 Indigenous tourism businesses identified as operating in British Columbia during 2017 generated a range of economic benefits for Indigenous people as well as other BC residents. Estimates of these contributions include generating about:

- 7,428 full-time equivalent jobs, of which an estimated 48% were filled by Indigenous people;
- $705 million in direct gross domestic output (GDP);
- $381 million in direct value-added;
- $244 million in direct wages and salaries; and
- $20 million in taxes for federal, provincial and municipal governments.

A 2017 Indigenous tourism operator survey indicated that over the preceding three years, significant proportions of them had increased 'somewhat' or 'a lot' in terms of sales revenue (82%), market competitiveness (61%), number of employees (49%), and days of operation (43%).

These same operators felt that while opportunities for greater support existed, ITBC had played a key role in nurturing greater employment opportunities in Indigenous tourism. They also highlighted future opportunities for ITBC to help increase market awareness, customer service quality and travel trade partnerships. These priorities were evident in similar operator survey data collected in 2011.

Stakeholder's Perceived Effect of ITBC on Indigenous Tourism Industry Performance

In 2017, Indigenous tourism operators and other partners suggested that while opportunities for greater support exist, ITBC played a key role in nurturing greater employment opportunities in Indigenous tourism over the past five years. They also highlighted the future role ITBC could play in: growing greater awareness in key markets and with strategic partners; and, supporting further staff professionalism, as well as identifying prospects for future tour development over the next five years.

They expressed confidence that their businesses would continue to capitalize on opportunities to build their businesses in the next five years.

ITBC “The Next Phase” Strategy Performance Audit 2012-2017

This report highlights strategic actions taken and performance outcomes associated with the implementation of ITBC’s *The Next Phase Strategy 2012-2017*, and suggests prospects for the future.

The findings are based on a review of ITBC reports and records concerning the organization’s activities during this period, data gathering of ITBC activities, interviews with industry leaders, as well as broader economic and tourism industry performance estimates extrapolated from other related government and industry reports.

1 THE CHANGING ECONOMIC AND TOURISM LANDSCAPE

Regional tourism performance is greatly influenced by local, as well as external economic conditions. Tourist expenditures are discretionary.

During periods of economic expansion, spending on tourism goods and services tends to increase; however, tourist spending retracts quickly when the economy is not performing well. Commencing in 2012, a collective rebound to a far-reaching global economic downturn coupled with shifts in currency exchange rates triggered a kick start to growth in BC’s tourism markets.

Fortunately, the depth of BC’s economic retreat was softened by increased construction, service and consumer expenditures related to preparations for and delivery of the *2010 Winter Olympic and Paralympic Games.* While BC’s overall international overnight visits slowly rebounded during 2012-2015, domestic markets picked up some of the slack and grew throughout this period. In 2015 and well into 2017, the emergence of what was largely a currency driven ‘perfect storm’ of forces commenced an impressive spurt in both international and domestic visitor arrivals. Building on a combination of previous investments in capacity building and marketing, ITBC used this relatively stable foundation for future growth to help grow Indigenous tourism especially in the last two years of the *Next Phase Strategy*.

1.1 TIER 1: Awareness Building

Interest in tourism development by First Nations, Indigenous and Métis people in British Columbia has increased since ITBC’s implementation of the *Aboriginal Cultural Tourism Blueprint Strategy* around 2005. This is at least partially attributable to ITBC’s on-going refinements to how it supports and engages Indigenous peoples in tourism initiatives, the growing number of partnerships it has nurtured, the availability of a

Indigenous tourism stakeholders as the 'go to' agency for tourism development, within BC, Canada and internationally.

Tourism Awareness Activities

For the past decade, ITBC has actively promoted tourism as an economic and cultural means of increasing Indigenous people's involvement in tourism for improved quality of life, cultural preservation, employment creation, and community development. Its activities in this respect have reached out to First Nation communities and organizations, Indigenous and Métis organizations, as well as youth and community groups. Since 2012, its awareness building initiatives have included: outreach activities such as hosting stakeholder sessions, participating in forums and industry committees, delivering presentations and training.

Stakeholder Members

Since 2012, ITBC has continued to develop and maintain its relationship with Indigenous tourism operators throughout British Columbia through paid member-based and marketing programs. ITBC currently offers two stakeholder membership type programs – Stakeholder/Marketing which is open to self-declared market-ready Indigenous-owned tourism businesses, and Associate which is open to anyone (Indigenous, non- Indigenous, business or individual). ITBC's marketing programs promote all market-ready Indigenous tourism operators regardless of their membership status with the organization. ITBC also maintains a list of 37 Entertainers/Artisans which it includes in many programs and cultural activities.

In 2017, the member-based programs included 54 paid Stakeholder/Marketing members of which several members had more than one Indigenous tourism business. Consequently, these members represented an additional 16 Indigenous tourism businesses, bringing the total Indigenous tourism businesses in paid Stakeholder/Marketing members to 70, up from 55 market-ready in 2012. There was a further 7 paid Associate members. These paid members accounted for around $25,000 in fees. However, the number of paid members in 2016/17 was 60% less than the previous audit reporting period (which was 152 in 2012).

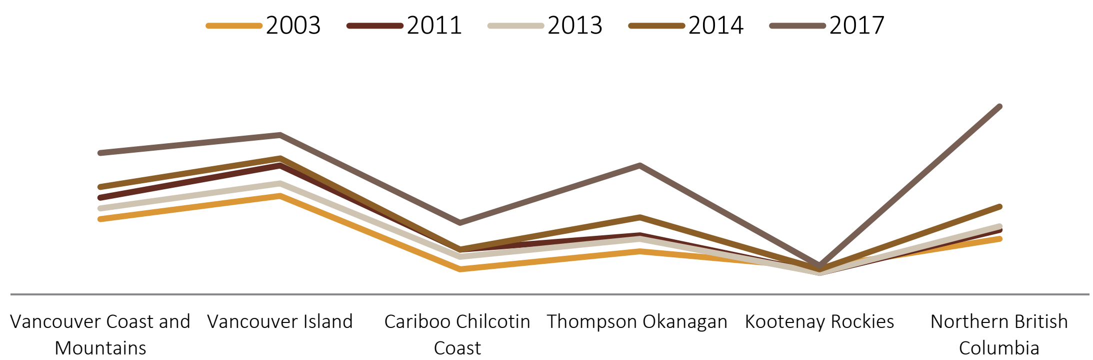
Table 1: ITBC Paid Stakeholder Membership 2017

Number of Paid Stakeholders	54
Number of businesses that are under another member type	16
TOTAL Indigenous tourism businesses members with ITBC...	**70**
# of All Indigenous tourism businesses operating in BC	401
% Indigenous tourism operators associated with ITBC	17.5%
Total # of All Paid Member types	61
Number of Paid Non-Indigenous Members	7

The 70 Indigenous tourism businesses who are members of ITBC represent a modest ~17% of the total 401 Indigenous tourism businesses operating in BC, presenting an opportunity for ITBC to develop programs and engagement initiatives for the non-connected Indigenous businesses. Of these tourism businesses province-

wide, the majority are in the Vancouver Island region (89), with second most in Vancouver Coast & Mountains tourism (79) area.

Figure 1: Distribution of All Indigenous Tourism Businesses by Region and Year



An increasing number of Indigenous tourism businesses started or maintained operations since 2014, with 15 closing operations, resulting in a net change of 50% or 134 increase (Table 2). Northern BC had the greatest change in the number of businesses since the previous reporting period of 2014. This is due greatly to the 39 retail/gas stations identified in the region, which likely have been operating for some time.

Table 2: Change in All Operating Tourism Businesses

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
New Indigenous businesses	149	61	8	86	
Continued operating	252	206	204	146	
Current Indigenous businesses operating	401	267	212	232	181
Operated last fiscal	267	212	232	181	
No longer operating	15	6	28	35	
Net Gain (-Loss) since last fiscal…	134	55	-20	51	181
% Change	50%	26%	-9%	28%	

Of these 401 businesses, which represent an increase of 100 businesses over the 2015 numbers, 86 of these are attributed to gas stations/retail and the balance were other tourism businesses.[3] All regions had notable increases in the number of Indigenous tourism businesses operating in their area, other than Kootenay Rockies which had nominal change over the review periods (Figure 1, Table 3).

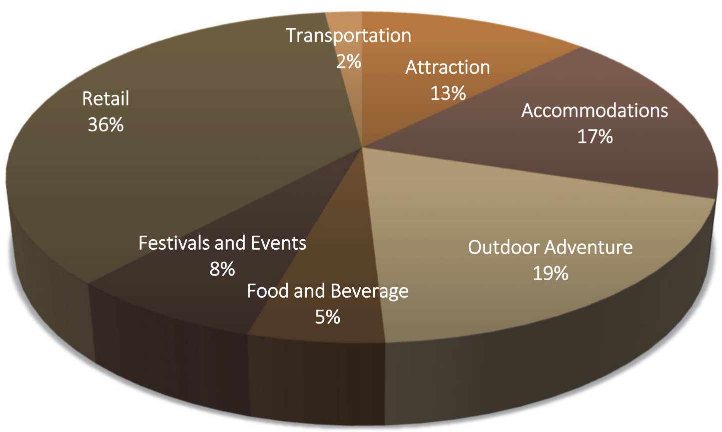
[3] As the majority of new gas stations are located in Northern BC, they first serve the local market; consequently, while they are a component of the tourism industry, their economic impact on the tourism industry is calculated differently than that of other tourism related businesses.

Table 3: All Indigenous Tourism Businesses by Region and Year

Tourism Region	2017		2014		2013		2011		2003		Change since 2003	
Vancouver Coast and Mountains	79	17%	60	20%	48	20%	54	22%	42	20%	37	88%
Vancouver Island	89	20%	76	25%	62	26%	72	29%	55	26%	34	62%
Cariboo Chilcotin Coast	40	9%	25	8%	21	9%	25	10%	14	7%	26	186%
Thompson Okanagan	72	16%	43	14%	31	13%	33	13%	24	11%	48	200%
Kootenay Rockies	16	4%	14	5%	12	5%	12	5%	15	7%	1	7%
Northern British Columbia	105	23%	49	16%	38	16%	36	14%	31	14%	74	239%
TOTAL…	401	100%	267	100%	212	100%	232	100%	181	100%	220	122%

All regions had notable increases in the number of Indigenous tourism businesses operating in their area, other than Kootenay Rockies which had nominal change over the review periods (Figure 1, Table 3). In 2017, of all the Indigenous tourism businesses in BC, 36% of them were Retail (145) (most were gas stations), 19% were Outdoor Adventure (77) and 17% Accommodations (70), and 13% Attractions (50) (Figure 2).

Figure 2: Indigenous Tourism Business by Type



Market-Ready Indigenous Tourism Businesses

The strength of Indigenous tourism is measured by the number of Indigenous tourism market-ready businesses. Market-readiness is a set of criteria established by the tourism industry that assesses the business' operating policies and practices, reviewing such elements as pricing policies and industry commissions, insurance and licensing, and years in operation. ITBC's Indigenous Cultural Tourism Accreditation program was initially used to evaluate Indigenous tourism businesses who voluntarily applied for market-ready assessment; in addition to requiring a majority level of Indigenous ownership and control, the program also required the Indigenous business prove industry defined market-readiness, and it had sufficient Indigenous cultural content that was recognized by the First Nation whose culture it reflected. In recent years, ITBC shelved the Indigenous Cultural Tourism Accreditation program, and began reviewing operators solely on industry market-readiness. In 2017, ITBC reported 90 market-ready Indigenous tourism businesses – these were featured in the *2017 Aboriginal Experiences Guide to British Columbia* produced by ITBC.

1.2 TIER 2: Product Development and Capacity Building

ITBC engages in product development and capacity building activities designed to increase the resilience and competitiveness of Indigenous tourism businesses. It focuses on increasing the skills and knowledge of Indigenous tourism operators, Indigenous people and First Nations through training, workshops and forums. ITBC also engages with Destination BC, Destination Canada[4], regional tourism organizations, the travel trade and other industry sector organizations to facilitate linkages with Indigenous tourism operators, and support for industry growth. This entails participating in committees, planning and community discussions, and access to resources. These outreach activities are tracked by region and group, stakeholder engagement in providing ITBC programs and services, and relations with industry.

Capacity Building

Nurturing the capacity of Indigenous tourism businesses to develop and deliver market-ready products and services is an important part of ITBC's ongoing mandate. Programming efforts to meet this goal have included the development, promotion and delivery of a range of Indigenous training materials for current and potential Indigenous employers and employees. The following section describes Indigenous tourism operator perspectives concerning their company's use of ITBC's existing set of 12 capacity building programs, as well as past and future initiatives (Appendix 2).

Past and Future Use

Overall use of ITBC's capacity building programs during the review period was limited. From 2014/15 to 2016/17 there were 9 training workshops delivered of which 8 were FirstHost programs and 1 the Trailblazer program.

Only two of the 12 available programs were used by more than 15% of the operators. They were Front Line Service Training (~16%), and Exploring the Potential of Aboriginal Cultural Tourism in Your Community (~16%). Most of the other available capacity building programs was used by 10-15% of the operators. (Appendix 2) However, a much larger share of the operators expressed interest in employing some of these programs in the future. Those most likely to be used included Cultural Interpretation Training (47%), and Building Community Support for Aboriginal Cultural Tourism (46%).

Those least likely to be pursued were: Building a Resume (16%), Cultural Tourism Career Opportunities (29%), and Establishing and Entrepreneurial Business (30%).

[4] Destination Canada formerly named Canada Tourism Commission.

One of the most notable barriers to past use of these programs was simply limited awareness of their existence. No single program had more than 57% of the operators expressing awareness of it. Those programs with the greatest incidences of operator awareness were: Exploring Aboriginal Cultural Tourism in Communities (57%); Building Community Support (54%); and Skills Development for Entrepreneurs (54%). Those with least operator awareness included: On-Call Support for Businesses (42%); Aboriginal Cultural Tourism Careers (45%); and Cultural Interpretation Training (47%) (Table 4).

Table 4: Use of ITBC Awareness Capacity Building Programs

ITBC Program	% Past Use	% Likely Future Use	% Operator Awareness	# Respondents
Exploring the Potential of Aboriginal Cultural Tourism in Your Community	16	39	57	49
Building Community Support for Aboriginal Cultural Tourism	8	46	54	50
Establishing Cultural Sharing Protocols	4	44	52	50
Establishing an Entrepreneurial Business	12	30	54	50
Feasibility Analysis	8	35	52	48
Business Planning	13	32	53	47
Skills Development for Entrepreneurs	10	40	54	50
On Call Support for New and Existing Businesses	14	38	42	50
Introduction to Aboriginal Cultural Tourism Career Opportunities	8	29	45	49
Front Line Service Training	16	43	55	51
Cultural Interpretation Training	10	47	47	49
Building Your Resume	6	16	53	49

Industry Relations

ITBC’s Board of Directors’ restructured itself in 2009 to provide greater regional representativeness for Indigenous tourism and better alignment with BC’s tourism structure. Consequently, ITBC refocused its planning, and marketing development initiatives to better address regional priorities throughout the province. Partnerships were established with First Nations and Indigenous organizations, government agencies and private sector industry organizations, the tourism trade and businesses for purposes of industry development through training, planning and advocacy. Roughly one-third of these partnerships are with First Nations and Indigenous organizations, while 22% are Government funding and support, and the balance of 46% are with the travel trade and travel businesses. During the periods 2014-2017, about 83 to 94 partnerships were started or maintained. More than half (52%) were initiatives of a provincial scope, while roughly 40% took place in the Vancouver Coast & Mountains (28%) and Vancouver Islands (10%) regions.

Table 5: Intent of Partnerships

Partnership Type	# of Partnerships			Overall # of Partnerships	% of Total Partnerships			Overall %
	2014/15	2015/16	2016/17		2014/15	2015/16	2016/17	
Training	14	9	9	32	15%	11%	10%	21%
Marketing	23	22	22	40	24%	27%	23%	26%
Sponsorship	14	12	15	24	15%	14%	16%	15%
Funder	6	6	6	7	6%	7%	6%	5%
Protocol	12	11	11	12	13%	13%	12%	8%
Other	1	0	0	3	1%	0%	0%	2%
Business Development	1	2	3	4	1%	2%	3%	3%
Industry	23	21	28	33	24%	25%	30%	21%
TOTAL	94	83	94	155	100%	100%	100%	100%

The emphasis of these partnerships transformed over the review period (Table 6). Earlier in the term, there was greater emphasis on training, then as resources became scarcer training partnerships declined. Funding and sponsorship activities increased when ITBC launched its Victoria Aboriginal Cultural Festival. Through these partnerships, ITBC also tightened connections between its stakeholders and regional tourism associations. This process was accelerated by participating with Destination BC in regional meetings. These regional partnerships have led to a greater awareness of Indigenous tourism in these regions. This is especially the case in the Thompson Okanagan tourism region when the launch of a formal relationship led to the placement of an Indigenous liaison in the region’s DMO office.

Outreach Activities

ITBC maintains a presence in BC and Canada’s tourism and related initiatives through participation in planning committees, events, career fairs, meetings, festivals and forums during the review period. Examples of these between 2014 and 2017 included delivering FirstHost and WorldHost training, attending the annual BC Elders Gathering, participating in initiatives with regional destination marketing organizations like Tourism Vancouver, hosting media and trade fam tours, and traveling to regions to meet with First Nations, visit Indigenous tourism businesses, and DMOs. First Nations autonomy is reinforced through protocol relationships and Memorandum of Understandings. This includes an agreement with the First Nations Leadership Council[5] as well as having First Nations protocol at events.

An ongoing challenge that ITBC faces is trying to maintain a presence in all BC tourism and First Nations regions. The issue is complicated by a few factors: the relative presence of Indigenous tourism operators, and First Nations in a region, volume of tourist traffic, strength of transportation access, and interest in Indigenous participation in each region. Consequently, a substantial portion of outreach activities during the review period took place in the Vancouver Coast & Mountains and Vancouver Island regions (Table 6). However, while many

[5] The Assembly of First Nations BC, Union of BC Indian Chiefs and the First Nations Summit work together through the First Nations Leadership Council.

of the outreach activities take place in the Vancouver and Victoria regions, many of them are provincial in scope, thereby promoting the profile of Indigenous tourism in all regions.

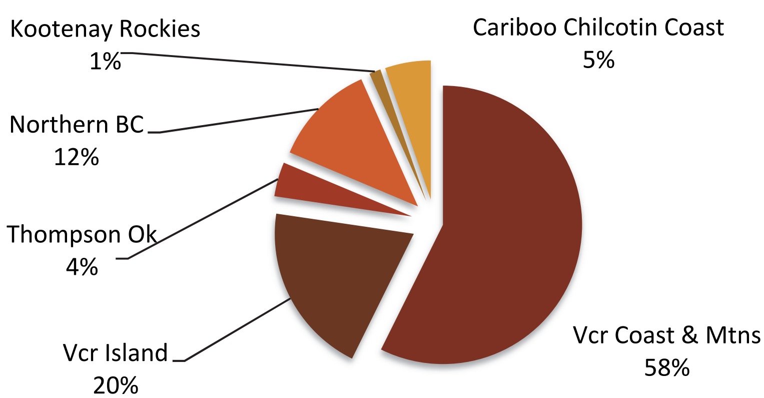
Table 6: Outreach Activity by Tourism Region

Fiscal Year	# Outreach Activities	VCM Vancouver Coast & Mountains	VI Vancouver Island	TO Thompson Okanagan	NBC Northern BC	KR Kootenay Rockies	CCC Cariboo Chilcotin Coast	BC / Provincial Scope	Other
2014/15	108	23%	14%	5%	12%	2%	5%	24%	15%
2015/16	119	25%	14%	4%	11%	2%	3%	33%	8%
2016/17	162	25%	11%	6%	9%	2%	2%	38%	7%
TOTAL	**389**	**24%**	**13%**	**5%**	**10%**	**2%**	**3%**	**33%**	**10%**

Partnerships

ITBC's partnerships are primarily designed to enhance the product development and marketing capacities of Indigenous tourism operators, First Nations and Indigenous people. These partnerships have evolved over time with nearly 20% of them being over six to ten years old. Since 2014, relationships have been fostered through ITBC's Aboriginal Travel Services business that indirectly helps to increase awareness of and provide connections with ITBC. There was a slight decline in partnership activity in 2015/16, this may be due in part to the absence of a CEO and less financial and staffing resources for program and operations within ITBC.

Figure 3: Partner by Tourism Region 2017



Despite this situation, overall these partnerships are perceived to have contributed to: a greater awareness of Indigenous tourism; increased inclusion of Indigenous tourism experiences in travel trade packages, stronger regional and provincial coordination and inclusion in planning, as well as expanded Indigenous tourism capacity building programs for existing and emerging Indigenous business operators and their employees. In addition, partnerships with BC's secondary and college/university institutions have played fundamental roles in increasing Indigenous participation in, and especially youth awareness of tourism career opportunities and employment activities.

ITBC's focus on regions launched in 2016, a pilot initiative and partnership with Thompson Okanagan Tourism Association (TOTA) to strengthen and profile Indigenous tourism within that region. Central to this activity was the placement of an Indigenous Tourism Specialist by ITBC in the TOTA office, and the development of an Indigenous tourism strategy. This strategy was integrated into the TOTA tourism strategy, and influenced by four roundtables attended by 128 participants, and the four Advisory Committees of 30 representatives resulting from the roundtables. These roundtables and corresponding committees reflect the First Nations that the TOTA region operates within. Since the launch of this partnership, TOTA has profiled First Nation experiences in their consumer-based website Route 97 (https://route97.net/things-to-do/first-nations-experiences/), included First Nations content in their adventure guides in the region, visited and catalogued Indigenous tourism ventures in the region of which 15 were confirmed as market-ready.

Travel Trade Relations

ITBC recognizes the importance of preparing Indigenous tourism operators to work with the travel trade and fostering those relationships. ITBC does this through participation at trade events which allows them to focus on fostering relationships with the travel industry travel agents and other intermediaries, media and journalists within Canada, and other key international destinations (United States, United Kingdom, Germany), as well as emerging countries (China, Korea). During the study review period, ITBC attended 28 events, and engaged in over 1000 meetings with travel trade, buyers, media representatives, and journalists in Canada, UK, United States, and China (Table 7). These sessions generated ongoing and growing interest in Indigenous tourism experiences in every provincial tourism region of BC.

Table 7: Travel Trade Events Attendance

	Trade, Buyers		Media, Journalists	
	Events	Meetings	Events	Meetings
2013/14	3	100	1	35
2014/15	8	230	4	123
2015/16	5	275	2	70
2016/17	3	145	2	70
TOTAL	**19**	**750**	**9**	**298**

These meetings revealed that travel trade representatives were interested in carrying Indigenous cultural tourism experiences in their portfolios. Their consumers were seeking opportunities for these specialized experiences. Attendance at these and other travel trade events (such as receptions, conferences, committees and meetings) also revealed ongoing and growing interest in Indigenous tourism. However, as priorities for the use of resources shifted during the period 2016/17, ITBC's ability to respond to travel trade inquiries, continue to engage with them, market and promote Indigenous tourism operators, and provide product development support to these operators was virtually stalled.

Overall, the industry's awareness of Indigenous tourism operators and the ITBC organization itself has transformed from general awareness to understanding of product offerings and their readiness. While there is enthusiasm for Indigenous experiences, the travel trade is dissuaded from including them in their product offerings – product pricing is too high, location of the experience is outside of their service region, the experience sought is inflexible in its group size, fixed times, and the duration too long to fit in a package. Further, the cultural programming may not be engaging or interactive enough for their consumer, with language services on site being limited to English. An example of leading Indigenous cultural tourism experiences cited was those offered by the New Zealand Maori.

Stakeholder Relations

As part of its on-going stakeholder relations efforts, ITBC conducts annual Stakeholder Forums attracting around 60 stakeholders (excluding ITBC) to each. Between 2014 and 2017, three annual forums were held annually. Attendance typically included a mix of Indigenous tourism business operators, Indigenous economic development officers, and destination marketing representatives, as well as industry and government agencies. The gatherings were designed to keep ITBC constituents aware of its initiatives supporting Indigenous tourism development. The forums also provided a venue for workshops, presentations and discussion concerning emerging stakeholder issues shaping the growth of Indigenous tourism in this province. These forums were held in conjunction with ITBC's Annual General Meeting at which both events featured annual progress reports.

ITBC also focused its efforts on regional development through ongoing engagements and special projects with Destination BC, and intensifying its activities with the tourism regions.

In 2016/17, ITBC partnered with Destination BC in the Destination Development program. The program involved developing long-term strategic directions for 20 different planning areas discussion groups whose ideas would be synthesized into six regional strategies, and ultimately the provincial plan for 2018.

Strategic Planning and Development

ITBC also engaged in a growing number of outreach initiatives supporting strategic planning and partnerships related to Indigenous tourism development was instrumental in embedding Indigenous tourism in Canada's strategic tourism development and marketing programs (Destination Canada 2015, and BC Government 2015). This led to the inclusion of BC-based Indigenous tourism imagery and experiences in Destination BC's planning and promotional tools, as well as regional tourism organization literature and online marketing tools.

At a more regional level, ITBC played an integral role in helping shape emerging and potentially extensive Indigenous tourism development initiatives in the Cariboo Chilcotin Coast which included the Coastal First Nations / Great Bear Rainforest, and Thompson Okanagan regions. These planning programs were informed by approaches to community engagement, product development (authenticity), market readiness, human capacity building, and marketing, advocated by and nurtured by ITBC.

- The Cariboo Chilcotin Coast Region Indigenous tourism strategy included representatives from 28 First Nations communities. ITBC also participated in the *Regional Sustainable Aboriginal Tourism Implementation Framework Priority Opportunity Study* which engaged seven First Nations.
- The Thompson Okanagan Tourism Association partnered with ITBC to place an Indigenous Tourism Specialist directly in the Thompson Okanagan offices in Kelowna to develop the region's Indigenous Tourism Strategy and assist with its implementation, as well as to raise the profile of Indigenous tourism in the region.

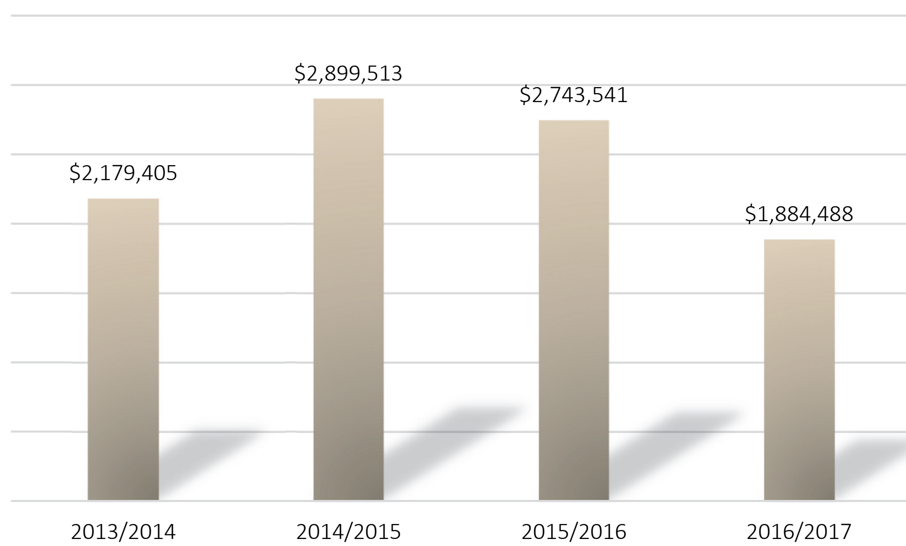
Both projects are helping consolidate growing Indigenous community awareness of, and interest in, the use of cultural tourism as an economic and socio-cultural development agent in traditional First Nations' territories.

Additionally, outreach initiatives by ITBC have led to an increased willingness from long-standing BC regional and municipal destination organizations to partner with Indigenous tourism operators.

1.3 TIER 3: Marketing

ITBC's evolution is especially evident in the transformation of its marketing programs. In the early years, marketing activities focused on establishing connections and building awareness with the travel trade. Typical activities involved the creation of 'lure' advertisements in tourism and industry publications promoting Indigenous tourism. Other activities included general media relations, producing print materials including a provincial catalogue of Indigenous products, organizing fam tours, and attending industry and consumer shows. From 2014 to 2017, marketing spending went to support continued improvements and maintenance of online assets, events and activities that promoted Indigenous tourism by attending marketplaces and events, direct communication with the travel trade and media, and preparation of marketing tools (e.g., digital press kits). Its marketing activities represented roughly one-third of ITBC's overall budget with the greatest share going to support online marketing (~40%), and the development and implementation of the marketing campaign (~23%). In 2016/17, ITBC's overall budget dropped roughly one-third, consequently so did marketing activity spending, despite a sizeable increase in 2014/15 of one-third over the previous year. (Figure 4)

Figure 4: ITBC Annual Budget 2013-2017



Most recently, emphasis has shifted from traditional forms of marketing to a focus on internet based channels such as social media. ITBC has done this by reducing its reliance on advertising in print media, and focusing on the use of alternative channels that support its growing set of emerging market-ready products and services. Social media has emerged as an increasingly important part of its communication strategy. Its social media tactics are designed to drive visitors closer to selecting an Indigenous tourism product as part of their experience. The recent adoption of a variety of analytical web tools enables ITBC to track its internet-based marketing performance. In response to the on-line data collected, ITBC then modifies its page content and marketing programs.

Website and Other Social Media

With these relatively recent adaptations to significant increases in interaction with potential travelers has occurred. Overall, website traffic generated approximated 104,800 consumer visitors in 2014/15. This increased about 30% in 2016/17 to over 135,700. However, the number of visitors to the Corporate site declined by ~25% during the same review period.

Typically, consumers spent 1:40-1:55 minutes on the ITBC website, while Corporate site visitors stayed longer for an average 2:15 minutes in 2014/15. However, Corporate use declined to 1:54 minutes in 2016/17. Corporate visitors were less likely to 'bounce'[6] from the website than those visiting the Consumer website. The largest share of users was from Canada (~78-83%) and the United States (~7.5-14%). Smaller proportions came from the UK, Germany and Australia (~1% each). (Table 8) (Google Analytics 2014/15, 2015/16, 2016/17).

Table 8: ITBC Website – Consumer and Corporate

	CONSUMER			CORPORATE		
	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
Website Unique Visits	104,807	121,138	135,711	12,626	12,791	9,522
Website Page Views	327,502	375,592	424,354	53,203	51,965	39,210
Pages per Session	2.44	2.41	2.54	2.83	2.75	2.80
Bounce Rate	64.8%	63.9%	15.7%	56.3%	57.8%	14.8%
New Visitor	77.0%	76.9%	80.5%	64.1%	66.1%	66.0%
Returning Visitor	23.0%	23.1%	19.6%	35.9%	33.9%	34.0%
COUNTRY*						
Canada	81.07%	83.07%	78.18%	85.67%	87.54%	88.50%
United States	7.46%	8.58%	13.93%	4.26%	3.90%	4.03%
United Kingdom	1.46%	1.28%	1.44%	0.79%	0.72%	0.81%
Germany	1.15%	1.02%	0.86%	0.65%	0.50%	0.70%
France	0.42%	0.37%	0.30%	n/a	0.47%	0.20%
Australia	0.97%	0.77%	0.83%	1.27%	1.27%	0.90%
China	0.35%	n/a	0.28%	0.28%	n/a	n/a

**Select Countries based on Top 10 Country Visitors*

ITBC's Facebook and Twitter presence also contributed to greater awareness of Indigenous tourism in BC and throughout the review period.

Its Facebook followers grew from 18,271 in 2014/15 to 25,199 in 2016/17, an average of 17-18% growth each year. This generated over 7.3 million page impressions in 2014/15 from about 3.5 million users. However, use

[6] **Bounce Rate** is an internet term that represents the percentage of visitors who enter the web site and then leave ('*bounce*') rather than continuing to view other pages within the same site. An excellent bounce rate is considered 26-40%, average 41-55%, higher than average 56-70%, with anything above 70% considered a failure (except for blogs, news, events, etc.). SOURCE: www.gorocketfuel.com/the-rocket.../whats-the-average-bounce-rate-in-google-analytics/

declined by more than half in 2016/17 to 3.2 million page impressions, and the number of users dropped by about one-third to 2.2 million people. Facebook impressions[7] were highest in summer months in 2014/15 and 2016/17 with the greatest increase occurring in June. However, females consistently represented nearly 70% of the viewing audience. In particular, women between the ages of 35-44 appeared to be the leading force amongst ITBC Facebook fans (Table 9).

ITBC's Twitter initiatives were more active than Facebook during the review period. Twitter Consumer followers increased by ~62% (2,300) over the three years from around 3,700 in 2014/15 to 6,000 in 2016/17. Also, during this same period:

- Indigenous tourism twitters were mentioned over 1,000 times each year;
- The number of tweets sent grew 290% from 522 to about 2,000;
- Retweets grew by 398% (from 921 to 4,585); and
- The number of Likes experienced the highest growth at 2845% (from 271 to 7,980).

Twitter Consumer followers were relatively equally represented ~50% during the 2014-16 period. Most active followers were men or women aged 35-44 years. However, Corporate Twitter followers were predominantly male (~55%) and largely between 35-44 years old. Still, over the period the number of mentions (~-66%), tweets sent (~-55%), and retweets (~-24%) all declined. (Table 9) (Google Analytics 2014-2017)

[7] Impressions on Facebook refers to the number of times a post from your page is displayed, whether the post is clicked or not. People may see multiple impressions of the same post. For example, someone might see a page update in the News Feed once, and then a second time if a friend shares it.

Table 9: Social Media – Facebook and Twitter 2014/15 to 2016/17

	2014/15	2015/16	2016/17	% Change 2014-2016	% Change 2015-2017
FACEBOOK (Consumer)					
Followers	18,271	21,407	25,199	*17%*	*18%*
Impressions	7,272,180	3,196,114	3,208,062	*-56%*	*0%*
Users Reached	3,454,772	2,139,898	2,162,173	*-38%*	*1%*
Engagements	74,439	80,519	64,402	*8%*	*-20%*
TWITTER					
Consumer					
Followers: Consumer	3,728	4,948	6,038	*33%*	*22%*
Tweets Sent	522	798	2,037	*53%*	*155%*
Mentions Received	1,142	1,145	1,087	*0%*	*-5%*
Retweets	921	1,942	4,585	*111%*	*136%*
Likes	271	1,915	7,980	*607%*	*317%*
Impressions: per follower	390.0	135.2	242.8	*-65%*	*80%*
Impressions: per Tweet	2,785.5	838.3	719.6	*-70%*	*-14%*
Corporate					
Followers: Corporate	1,523	1,820	1,989	*20%*	*9%*
Tweets Sent	223	233	100	*4%*	*-57%*
Mentions Received	201	122	68	*-39%*	*-44%*
Retweets	166	238	126	*43%*	*-47%*
Likes	-	143	160	*100%*	*12%*
Impressions: per follower	266.7	69.5	28.2	*-74%*	*-59%*
Impressions: per Tweet	1,821.2	542.7	560.4	*-70%*	*3%*

Indigenous Tourism Operator Marketing Program

During 2014-2017, use of ITBC marketing programs was much greater than that for general human resource and product development capacity building initiatives. Highest use incidences were linked to ITBC's online marketing (49%), Fam Tour (38%), and Stakeholder Sessions (36%). In contrast, the least use was tied to available Cultural Interpretation and Front Line Customer Service (6%) and Cultural Authenticity (10%) programs (Appendix 2).

Interest in future use of ITBC's programs was much stronger. At least 40% of the operators reported intent to use these programs in the future. Support was greatest for initiatives associated with On-line marketing (63%); Media Relations (59%); and Indigenous Travel Service (57%) programming. (Appendix 2).

Awareness of ITBC's marketing programs tended to be higher than that related to its broader capacity building programs. All programs had at least 50% of the operators expressing awareness of them. Awareness was highest with respect to ITBC's on-line and social media (80%), stakeholder session (68%), and Fam tour (65%) activities. In contrast, it was lowest with respect to ITBC's Aboriginal Cultural Authenticity (57%); Cultural Interpretation and Customer Service Training (57%); and Aboriginal Arts (54%) programs. (Appendix 2).

Advertising

Advertising continues to be a component of ITBC's marketing efforts, despite the increasing shift towards other platforms like Facebook, Twitter, Pinterest, LinkedIn, and YouTube. ITBC continued to advertise in Destination BC and regional publications. These advertisements were designed to drive viewers to online resources, and ultimately to include Indigenous tourism experience in their plans. During the review period, ITBC also placed advertisements in National Geographic and Forbes Asia. In more print-based communications, ITBC continued to maintain advertisement placements in regional tourism catalogues and magazines.

Media Relations

Ongoing engagement with the media earned coverage in 2015/16 in 319 publications resulting in 528 stories (print and online). This exposure was in New York Times, Huffington Post, Bloomberg, Reuters, Lonely Planet, Examiner, Forbes, Just Lux, Toronto Star, and Globe and Mail, in addition to news networks of CBC, CTV National, and Global. This coverage led to a total circulation of 220.6 million impressions, and an earned ad value of $1.086 million. (SOURCE: Aboriginal Tourism Association of BC Annual Media Coverage Report, April 1, 2015 to March 31, 2016) Data was not collected for the other periods in this review.

Print and Collateral Materials

ITBC continued to print collateral materials for distributed through Destination BC's distribution network which included BC's visitor information centre (VIC) network and key visitor entrance gateways, like BC Ferries and Vancouver Airport, and other inquiries (generated through its website and other marketing activities). In 2014/15, regional rack cards replaced this singular province-wide publication. In 2015 and 2016, ITBC produced from 22,000 guides that contained a regional map of market-ready Indigenous tourism experiences for distribution through the VIC network. In 2017, ITBC opted to not publish the catalogue so it could revamp and update the literature. Over 95% of the guides are distributed directly to DBC's visitor centres, and consequently nearly all throughout BC (Table 10, Table 11). Over this two-year period, the number of guides distributed has declined from ~76% to 61%. During this same period, DBC began overhauling its Visitor Information Centre program shifting it from a provincially operated centres to contributing to locally managed visitor information programs, and commenced closing its major visitor information centres. ITBC also distributed these guides while it attended travel trade marketplaces and events.

Table 10: Guide Distribution by Sector

Guide	2015 # Dist'd	%	2016 # Dist'd	%	Diff	%
Visitor Centres	16,320	97.86%	13,310	99.07%	-3,010	-18.44%
General (Misc/one time shipments)	179	1.07%	74	0.55%	-105	-58.66%
Tour Operators (World Wide)	50	0.30%		--	-50	-100.00%
Educational Institutions	46	0.28%		--	-46	-100.00%
Chambers of Commerce/Info Centres outside BC	30	0.18%		--	-30	-100.00%
Conventions	25	0.15%		--	-25	-100.00%
Automobile Associations	20	0.12%		--	-20	-100.00%
Travel Agents	6	0.04%	1	0.01%	-5	-83.33%
Provincial Government	1	0.01%		--	-1	-100.00%
Tourism BC Office (all)		--	50	0.37%	50	100.00%
TOTAL...	16,677	100.00%	13,435	100.00%	-3,242	-19.44%

Table 11: Guide Distribution by Market

Market	2015 # Dist'd	%	2016 # Dist'd	%	Diff	%
British Columbia	16,431	98.52%	13,364	99.78%	-3,067	-18.67%
Alberta	5	0.03%	1	0.01%	-4	-80.00%
Canadian Regional (Sask., Man., & Territories/Yukon	31	0.19%	1	0.01%	-30	-96.77%
US Regional (Oregon, Idaho, Montana, Utah)	0	--	2	0.01%	2	100.00%
All USA	0	--	1	0.01%	1	10.00%
Other USA (Not California or US Regional)	36	0.22%	4	0.03%	-32	-88.89%
California	0	--	2	0.01%	2	100.00%
Washington State	0	--	1	0.01%	1	100.00%
Ontario	7	0.04%	11	0.08%	4	57.14%
Other Canada (East of Ontario)	38	0.23%	1	0.01%	-37	-97.37%
All Canada	0	--	4	0.03%	4	100.00%
Latin America	0	--	0	--	0	0.00%
All North America (All Canada & All USA)	0	--	0	--	0	0.00%
All Asia	0	--	0	--	0	0.00%
Japan	0	--	0	--	0	0.00%
Australia / NZ	1	0.01%	0	--	-1	-100.00%
Taiwan	0	--	0	--	0	0.00%
Korea	0	--	0	--	0	0.00%
China	0	--	0	--	0	0.00%
All Europe	20	0.12%	1	0.01%	-19	-95.00%
United Kingdom	3	0.02%	0	--	-3	-100.00%
Germany	0	--	0	--	0	0.00%
France	25	0.15%	0	--	-25	-100.00%
Netherlands	80	0.48%	0	--	-80	-100.00%
World Wide	0	--	0	--	0	0.00%
All America	0	--	0	--	0	0.00%
Overseas	0	--	0	--	0	0.00%
TOTAL...	16,677	100.00%	13,393	100.00%	-3,284	-19.69%

Fam Tours

Fam tours continued to be an integral component of ITBC's marketing efforts to raise the awareness of Indigenous experiences. During the review period, ITBC orchestrated the hosting of several media and travel trade fam tours. Most focused on supporting media inquiries (70%) and experiences located in the Vancouver Coast and Mountains and Vancouver Island regions. The majority (18) occurred in 2016/17 resulting in 42 print stories from visiting 139 Indigenous tourism sites, whereas 2014/15 fam trip activities resulted in 168 electronic stories.

Table 12: Fam Trips 2014/15 to 2016/17

	# Print Stories generated	# Electronic stories generated	Fam Attendance #	# Indigenous Tourism Sites Visited	Media	Travel	Other	Vancouver Coast	Vancouver Island	Thompson Okanagan	Northern BC	Kootenay Rockies	Cariboo Chilcotin
2014/15	36	168	36	53	10	2	4	4	6	3	5	1	2
2015/16	33	117	36	49	7	5	1	8	7	5	7	4	0
2016/17	42	47	30	139	16	1	1	13	11	7	8	6	6
TOTAL...	111	332	102	241	33	8	6	25	24	15	20	11	8
					70%	*17%*	*13%*	*24%*	*23%*	*15%*	*19%*	*11%*	*8%*

2 ECONOMIC PERFORMANCE

Indigenous cultural tourism is a strategically significant sector of BC's tourism economy. Its development and prosperity are important for not only Indigenous tourism operators and their communities, but also the competitiveness BC's broader tourism industry. It is a rapidly growing value-added ingredient that enhances this region's overall attractiveness as a world-class tourism destination. A critical sign of its importance is its increasing incorporation into the policy, planning and marketing strategies of not only Indigenous organizations, but also federal, provincial, regional and municipal DMOs especially in BC and increasingly across Canada.

The following macro indicators of Indigenous cultural tourism performance between 2012 and 2017 are based on data gathered from reviews and extrapolations of information reported in Federal and British Columbia tourism reports, as well interviews conducted by the Audit Team. As such, the findings are shaped by the amount and quality of the data available. Appendix 1 summarizes the approaches used to develop the performance measures reported.

2.1 Indigenous Tourism Market Performance 2013-2016

Indigenous tourism arrival estimates are based on the sector's share of reported international and domestic travellers visiting BC. The proportion of those visitors participating in Indigenous tourism is referred to as the incidence level. Relatively current data (2014-2016) suggest that Indigenous incidence levels in BC's key travel markets vary dramatically between countries. They range from as high as 46% for Mexico and India, to about 33% for German visitors, to approximately 9-13% for domestic travellers from various regions of Canada. While current information concerning specific incidence rates for Indigenous travellers in BC is sparse, it is reasonable to assume that they approximate or exceed levels reported for Canada's travel markets in general. This is because of the relative prominence and accessibility of Indigenous tourism opportunities in BC compared to many other regions of Canada. Table 13 provides a summary of weighted regional Indigenous incidence rates associated with BC's travel markets.

Table 13: Weighted Indigenous Tourism Incidence Rates by Market Region 2016*

Travel Market Regions	Weighted Incidence Levels -2016^ (%)
Domestic	13
US	17
Asia Pacific	34
Europe	30
Other International	38

**Estimates derived from Destination Canada Global Tourism Watch Summary Market Report 2014-2016 as well as Destination BC Short Haul Market Reports 2012-2015.*

International arrival statistics are based reported custom entries into BC. However, as such they fail to account for international arrivals coming to BC from other Canadian entry points, or BC entries just passing through to other Canadian destinations, nor same-day visitors. Notwithstanding these issues, these data are considered relatively reliable indicators of visitor demand for Canada's Indigenous products and services. In this Audit report, they provide the base visitor traffic volumes upon which Indigenous market shares are estimated. Comparative Indigenous tourism arrival estimates are estimated for the period 2013-2017. However, pre-2013 estimates are not provided due to shifts in tallying procedures employed by Destination BC, which make valid comparisons unreliable. As well, only approximations of domestic Indigenous travel arrivals are reported for 2016 and 2017, as domestic traffic data were not available at the time of this report's preparation (November 25, 2017). Estimates of domestic arrivals for 2016 are based on the average ratio of international to domestic arrivals existing from 2013-2015. In line with Destination Canada and Destination BC summary reporting procedures, data are summarized on a calendar year basis.

About 2.9 million overnight visitors experienced Indigenous tourism in BC in 2013. Approximately two-thirds (67%) of these visitors were domestic visitors. The largest share (49%) of international visitors came from the United States (Table 14). By the end of 2016, total Indigenous tourism arrivals had risen to about 3.6 million visitors. This represented an increase of about 27% over 2013 levels. Largest increases in market size were associated with the Asia Pacific (+58%) and US markets (+32%) during this time (Table 14, Table 15). Again, domestic travellers provided the greatest portion (67%) of these travellers, and US visitor comprised the largest international share (17%) in 2016 (Table 14, Table 15).

Preliminary estimations suggest that overnight visitors experiencing Indigenous cultural tourism continued to increase in 2017. Year to date arrivals data through August 2017 suggest that Indigenous visits were slightly above those for the same period in 2016 (Appendix 1).

Table 14: Estimated Indigenous Tourism Arrivals (000s) 2013-2016

Market	BC* Arrivals (000s) 2013*	Indigenous Arrivals (000s) 2013***	BC Arrivals (000s) 2016*	Indigenous Arrivals (000s) 2016*	Indigenous Overnight Arrivals % Change 2013-2016
US	2,741	466	3,621	616	32
Asia Pacific	760	258.4	1,201	408	58
Europe	573	171.9	536	160.8	-6
Other International	138	52.44	175	66.5	27
Total International	4,350	949	5,533	1,251	32
Domestic	14,683	1,909	18,204	2,366	24
Total BC Arrivals	19,033	2,858	23,737	3,618	27

**Customized Domestic and International data (2014 to 2015) provided by Destination BC, 2017.*

***2016 International estimates based on Destination BC data. Estimated domestic arrival data for 2066 based on average ratio of domestic to international arrival data 2013-2015.*

****Based on Indigenous incidence rates of: US (17%); Asia Pacific (34%) and Europe 30%); Other international (38%), and domestic (13%).*

Table 15: Estimated Indigenous Tourism Market Share 2016

Market	Market Share 2016 (%)
US	17
Asia Pacific	11
Europe	4
Other International	2
Total International	34
Domestic	66
Total BC Arrivals	100

2.2 Indigenous Tourism Economic Contributions

Prior to this Audit report, the most recent estimates of Indigenous cultural tourism economic impact in BC were published by the Aboriginal Tourism Association of Canada[8] (ATAC) in 2015, and were informed by data collected for the period 2010-2014. A combination of existing Statistics Canada, BC Stats and BC Tourism data as well as other primary Indigenous stakeholder tourism information collected in 2014 helped calibrate the standard provincial input-output modeling procedures and performance indicators employed. Little change has occurred in either the modeling procedures or performance indicators employed at that time. Consequently, this Audit report extrapolates directly from the 2014 base estimates to approximate Indigenous economic impacts for the calendar year end 2016[9].

Based on survey data collected from Indigenous tourism operators in a 2017 (Table 16) it is reasonable to assume that the sector's economic performance has grown since 2014. For instance, almost all (98%) of the

[8] ATAC changed its name to the Indigenous Tourism Association of Canada ITAC.

[9] Economic data is collected and reported for monthly and/or calendar years, while most of ITBC's data is based on fiscal year ends from April 1 to March 31.

reporting Indigenous tourism operators participating in a 2017 on-line business survey indicated that their tourism operations had either remained the same or grown over the past three years. More than half of the operators reported that these enterprises had increased somewhat or a lot with respect to marketing effectiveness (63%), market competitiveness (61%), annual days of operation (43%), and number of people employed (49%) (Table 16). In addition, 2016 estimates suggest that Indigenous tourism arrivals (+27%) and existing Indigenous businesses providing goods and services directly to tourists (+33%) confirm that significant growth occurred since 2014. A reasonable approximation suggests that this overall growth is in the 30% range.

Table 16: Indigenous Tourism Operator Perceptions of Economic Growth

Performance Indicator	Stayed the Same (%)	Increased Somewhat (%)	Increased A Lot (%)
Number of annual days of operation	55	27	16
Total number of people you employ	45	33	16
Market competitiveness of your tourism business	35	45	16
Effectiveness of your marketing programs	25	49	14

SOURCE: Indigenous Tourism Operator Survey 2017, Appendix 2

Table 17 details this increase in terms of standardized provincial economic performance indicators. The table estimates direct, as well as more pervasive 'direct, indirect and induced' economic contributions created by Indigenous tourism for 2016. Direct impact measures the primary industrial output (e.g., goods and services) and labour force used by Indigenous tourism businesses to meet existing tourism demand. Indirect impact measures the intermediate industrial output (e.g., goods and services) and labour force employed by other economic sectors to help meet the supply needs of Indigenous tourism operators servicing market demand. Induced impacts estimate the extent of output and employment created over all sectors of the economy as a result direct and indirect household income changes brought on Indigenous tourism business activity.

Indicators of Indigenous tourism's economic performance include Jobs, Gross 0utput, Value-added, Wages and Salaries, and Tax Revenues. A summary interpretation of each of the economic performance indicators and estimates of economic impact is provided in Table 17 and in the following remarks of this section.

Businesses: About 401 Indigenous cultural tourism businesses operated in BC in 2017. This represented a 33% increase over establishments identified as being in operation in 2014.

- Jobs: Jobs are reported as full-time equivalent (FTE) positions. Existing businesses generated about 5,585 full time equivalent jobs in 2014. Indigenous personnel filled about 48% of those positions in 2016. The number of direct full-time equivalent positions was 7,428. Overall, about 11,000 FTEs of direct, indirect and induced employment existed in 2017.

- Gross Output: refers to the total value of production used by Indigenous tourism businesses to meet existing consumer market demand. In 2017, direct Indigenous output approximated $705 million. Overall direct, indirect and induced output approximated $1.3 billion.

- Value Added: refers to the amount of Gross Domestic Product realized by Indigenous tourism business activity. In 2017, direct 'value added' approximated $381 million. Overall, direct, indirect and induced value added approximated $970 million.

- **Wages and Salaries**: refers to the labour portion of the value-added estimate. In 2017, direct wages and salaries amounted to about $244 million. Overall, direct, indirect and induced salaries and wages approximated $387 million.

- **Tax Revenues**: refers to indirect government (federal, provincial, municipal) taxes on products and production processes associated with Indigenous tourism businesses. In 2017, these approximated $20 million. In collective direct, indirect and induced impact terms this amounted to about $39 million in 2017 (Table 17).

Table 17: Economic Impact of Indigenous Tourism in BC 2014-2017

Impact Measure	Direct Impact 2014	Direct Impact 2017	Direct, Indirect & Induced Impact 2014	Direct, Indirect & Induced Impact 2017*
Jobs*	5,585	7,428	8,443	10,976
Output ($ Millions) **	542	705	978	1,271
GDP / Value Added ($ Millions) ***	293	381	746	970
Wages /Salaries ($ Millions) ****	188	244	298	387
Taxes ($ Millions) *****	**$15**	**$20**	**$30**	**$39**

** Jobs – Total Full Time Equivalent employees in Indigenous businesses*
***Output – the value of industry production, as a result of consumer demand*
****Value Added – the Gross Domestic Product realized resulting from economic activity*
*****Wages and Salaries – the main part of return to labor in total value added*
******Taxes – indirect taxes to governments on products as well as production processes*

Based on 2015 international visitor expenditure estimates, approximately 41% of the direct, indirect and induced impacts created are likely attributable to expenditures on tourism in BC by international visitors (Destination BC, Value of Tourism Trends 2005-2015).

2.3 Future Growth

British Columbia's economy grew strongly in 2016 with real GDP reaching an estimated 3.4%. Building on the momentum of this growth, tourism contributions to the economy continued its upward stretch in 2017. Several competitive advantages associated with the on-going presence of a low Canadian dollar, the implementation of recent Destination BC and Destination Canada international marketing strategies, significantly more flights and passenger arrivals to BC by Air Canada and other international carriers (e.g., 9.7% increase in passenger arrivals in 2016), the elimination of Mexican visitor visa requirements, and relatively good GDP growth in key international market economies collectively provided a strong foundation for sustained growth in visitor arrivals in 2017 and hopefully into the immediate future. While potentially vulnerable to future global and regional shocks and stressors (e.g., trade agreements, natural disasters, currency exchanges, etc.), it is reasonable to assume that growth in arrivals will increase by about 4-7% through 2017.

With experiences from the past five years in mind, Indigenous tourism operators generally report being optimistic about future prospects for their businesses over the next five years. For instance, about 75% of them anticipated increasing their staff complements somewhat or a lot during the next five years.

Table 18: Anticipated Business Employment Complement – Next 5 Years

Anticipated Business Employment Complement Next 5 Years	% of Respondents
Decrease A Lot	0
Decrease Somewhat	0
Uncertain	25
Increase Somewhat	59
Increase A Lot	16
N=49	

SOURCE: ITBC Indigenous Tourism Operator Survey 2017

Like most tourism sectors, Indigenous tourism depends to a large extent on the momentum of market forces beyond its control to deliver consumers to its destinations. While interest in Indigenous tourism remains strong at the international level, limited awareness of such opportunities in BC remains relatively challenging.

Global Tourism Watch data (2011-2015) suggest that interest in pursuing Indigenous cultural tourism experiences while travelling remains strong in Canada's and BC's key long-haul travel markets. A desire to include such experiences in destination selection decisions is particularly evident (+74%) in China, India, Germany, and South Korea, while substantial interest (+40%) remains high in several other markets. However, there is much room for improving Canada's capture opportunities in these countries; less than a quarter of 'Indigenous cultural interest' travellers were aware of Canada's offerings in 2011-15. This importance – awareness gap between general market interest and awareness of Canada's Indigenous cultural tourism opportunities – is especially apparent (+50%) in China, Germany, India and South Korea (Global Watch 2012-2013). ITBC must aggressively work with its travel trade partners to remedy this situation. This perspective is reinforced by Indigenous operator survey respondents in 2017. Almost all of (98%) of the reporting operators suggested that their operations would benefit somewhat or a lot from development and marketing initiatives that increased global awareness of Indigenous tourism in BC. In addition, 89% of them felt that more and stronger partnerships with inbound and receptive travel trade partnerships would benefit their operations (Appendix 2). As one tour operator aptly suggested,

"We are ready to fully embrace Indigenous tourism through partnerships and collaborations! The time has come for ITBC and its members to not just make plans, but also aggressively 'plug in and reach out' to travel trade partners including tour guides' in a meaningful way."

APPENDIX 1: Summary of Report Performance Indicators

The following are the definitions, and the methods for calculating the estimates and forecasts and corresponding sources provided throughout this report.

INCIDENCE LEVELS

% share of travellers and/or their travel party visiting a First Nation attraction or event while on their BC trip.

SOURCES: Destination Canada, Global Tourism Watch Survey 2012-2015. Destination BC, Domestic Travel Estimates 2013-2015. Destination BC Short Haul Study, 2014; Aboriginal Experience Secondary Research Review, Destination BC 2017). Global Tourism Watch, 2012.

CALCULATION: Market specific incidence rates.

ASSUMPTION: Incidence rates identified are representative of general patterns of behavior in not only for Canada, but also BC.

INDIGENOUS TOURIST VISITS

of overnight travellers visiting Indigenous attractions / events as part of their BC trip.

SOURCES: Destination BC overall visitor estimates, 2011-2016, and BC Stats, Destination Canada International arrival data, 2015-17.

CALCULATION: Overall Overnight Tourism Visit estimates (000's) X estimated weighted average Indigenous incidence rates by domestic, US, and international regions.

ASSUMPTIONS: Incidence rates are reasonable estimates of 2013-2017 Performance.

Table 19: Indigenous Tourism Arrival Estimates 2013-2017

Market	BC Over-night Arrivals (000s) 2013	*Indigenous Arrivals (000s) 2013*	BC Over-night Arrivals (000s) 2014	*Indigenous Arrivals (000s) 2014*	BC Over-night Arrivals (000s) 2015	*Indigenous Arrivals (000s) 2015*	BC Over-night Arrivals (000s) 2016	*Indigenous Arrivals (000s) 2016*	BC Over-night Arrivals (000s) YTD August 2017	*YTD Indigenous Arrivals (000s) August 2017*
US	2,741	466	2,840	483	3,091	525	3,621	616	2,663	453
Asia Pacific	760	258.4	851	289.34	816	277.44	1,201	408	--	--
Europe	573	171.9	580	174	609	182.7	536	160.8	--	--
Other International	138	52.44	119	45.22	113	42.94	175	66.5	1455	494.7
Total International	4,350	949	4,390	991	4,629	1,029	5,533	1,251	4,118	947
Domestic	14,683	1,909	14,223	1,849	15,067	1,959	18,204	2,366	13,548	1,761
Overall	19,033	2,858	18,613	2,840	19,696	2,987	23,737	3,618	17,666	2,709

TOURISM BUSINESSES

Operating Indigenous cultural tourism attractions, events, food and beverage, accommodation, tour operations, and other related establishments.

SOURCES: ITBC Business Survey, 2012 and 2017, Website searches, ITBC directories.

ASSUMPTIONS: The 2014-2017 ITBC Business Operator Surveys captured data from a representative cross section of operating businesses.

INDIGENOUS TOURISM ECONOMIC IMPACT MEASURES: All economic estimates are based on data analyzed and reported in National Aboriginal Secondary Research Review: Economic Impact of Aboriginal Tourism in Canada, Aboriginal Tourism Association of Canada, 2015.

MULTIPLIER EFFECTS

"When a tourist spends on a tourism commodity, that amount of expenditure creates a direct requirement for the production of the tourism commodity. The impact does not end there though. The increased production of this commodity leads to increased production of all the intermediate goods that are used to make this tourism commodity, and the increased production of intermediate goods will in turn generate more demand for other goods and services that are used to produce these intermediate goods. As such, an initial demand for a commodity creates a chain effect down the production process." This economic model concept and other related economic impact indicator interpretations are incorporated into the Aboriginal Tourism Association of Canada, commissioned report: National Aboriginal Tourism Research Report: Economic Impact of Aboriginal Tourism in Canada, 2015.

APPENDIX 2: Indigenous Tourism Operator Business Performance and Characteristics

The following section offers insights into the performance characteristics and perceived prospects for Indigenous tourism operations as reported by a self-selected sample of 61 operators responding to an on-line survey conducted in February and March 2017.

Respondents included those from ITBC member and non-member businesses that were at least 51% owned by Indigenous or Métis stakeholders. Of these businesses, about 87% were fully owned by these operators. Overall, these operations comprised about 17.5% of the estimated 401 Indigenous tourism businesses existing in British Columbia during 2017. While the responses are only truly representative of those companies participating in the survey, the reporting businesses are from a sufficiently broad range of business types and geographic jurisdictions to likely approximate the character of many other Indigenous tourism enterprises across the province. Nonetheless, caution should be used in extending the representativeness of the responses beyond the immediate sample of respondents.

Operating Characteristics

While some of these businesses (~13%) operated in more than one part of the province, the largest share of these ventures was situated in either the Vancouver Coast Mountains (~26%) or Vancouver Island (25%) tourist regions. Reporting interior businesses were largely in the Cariboo Chilcotin Coast (~15%), Thompson Okanagan (~15%), or Northern BC tourism regions of the province. Only 4% of the reported businesses were situated in the Kootenays Rockies jurisdiction. This differs from the overall number / percentage of businesses where 26% of businesses are located in Northern BC. The businesses that responded to the survey were nearly the same number of the paid ITBC stakeholders in that tourism region.

Table 20: Distribution of Reported Business Locations by Tourist Region 2016

Tourism Region	# Responding Businesses	% Responding Businesses	# ITBC Members	% ITBC Members	# Overall Businesses	% Overall Businesses
Vancouver Coast Mountain	18	*26%*	15	*22%*	79	*20%*
Vancouver Island	17	*25%*	14	*21%*	89	*22%*
Cariboo Chilcotin Coast	10	*15%*	8	*12%*	40	*10%*
Northern BC	10	*15%*	14	*21%*	105	*26%*
Thompson Okanagan	10	*15%*	13	*19%*	72	*18%*
Kootenay Rockies	3	*4%*	4	*6%*	16	*4%*
Overall	68	*100%*	68	*100%*	401	*100%*

Tourism Sector Engagement

Indigenous operators reported spreading their business pursuits across an average of about two different tourism sectors. While the mix of sector activities varied between operations, they were most likely to be involved in a combination of tour (43%), food & beverage (38%), retail service (37%), accommodation (30%), or attraction (30%) options.

Table 21: Distribution of Tourism Operating Sectors

Tourism Sector	% Businesses Reporting Sector Operations
Tour	43
Food & Beverages	38
Retail Services	37
Accommodation	30
Attractions	30
Events /Conferences	18
Fishing / Hunting	10
Transportation	7
N=60	

Operating Period

On average, the responding sample of businesses had been in operation for 26 years, with about 31% existing prior to 1995. Almost a third (31%) of all the reporting operations were established during the 2014-2016 period.

Table 22: Age of Indigenous Tourism Businesses

Year Established	% of Businesses
Pre-1995	31
1995-2005	14
2006-2013	23
2014-2016	31

Overall, about 66% of the businesses operated year-round. Amongst the remaining enterprises, few (<10%) were open for business during the winter season extending from November to March winter season.

Capacity Building Programs

Nurturing the capacity of Indigenous tourism businesses to develop and deliver market-ready products and services has been an important part of ITBC’s ongoing mandate. Programming efforts to meet this goal have included the development, promotion and delivery of a range of Indigenous training materials for current and potential Indigenous employers and employees. The following section explores Indigenous tourism operator perspectives concerning their company’s use of ITBC’s existing set of 12 capacity building programs.

Past and future use of the capacity building programs was limited in the review period. Only 2 of the 12 available programs examined had been previously used by more than 15% of the operators. They were: Front Line Service Training (~16%); and Exploring the Potential of Aboriginal Cultural Tourism in Your Community (~16%). Most of the other available capacity building programs had between 10-15% incidence levels amongst these respondents.

In contrast to actual use levels, a much larger share of the operators expressed interest in employing some of these programs in the future. Those most likely to be used included: Cultural Interpretation Training (47%); and Building Community Support for Aboriginal Cultural Tourism (46%).

Those least likely to be pursued were: Building A Resume (16%); Cultural Tourism Career Opportunities (29%); and Establishing and Entrepreneurial Business (30%).

One of the most notable barriers to past use of these programs was simply limited awareness of their existence. No single program had more than 57% of the operators expressing awareness of its existence. Those programs with the greatest incidences of operator awareness were: Exploring Aboriginal Cultural Tourism in Communities (57%); Building Community Support (54%); and Skills Development for Entrepreneurs (54%). Those with least operator awareness included: On-Call Support for Businesses (42%); Aboriginal Cultural Tourism Careers (45%); and Cultural Interpretation Training (47%).

Table 23: Awareness and Use of Indigenous Tourism Capacity Development Programs

Community and Business Startup Capacity Development	% Past Use	% Likely Future Use	% Operator Awareness	# Respondents
Exploring the Potential of Aboriginal Cultural Tourism in Your Community	16	39	57	49
Building Community Support for Aboriginal Cultural Tourism	8	46	54	50
Establishing Cultural Sharing Protocols	4	44	52	50
Establishing an Entrepreneurial Business	12	30	54	50
Feasibility Analysis	8	35	52	48
Business Planning	13	32	53	47
Skills Development for Entrepreneurs	10	40	54	50
On Call Support for New and Existing Businesses	14	38	42	50
Introduction to Aboriginal Cultural Tourism Career Opportunities	8	29	45	49
Front Line Service Training	16	43	55	51
Cultural Interpretation Training	10	47	47	49
Building Your Resume	6	16	53	49

Marketing Program Use

Past use of ITBC marketing programs was much greater than that for general human resource and product development capacity building initiatives. Highest use incidences of use were linked to ITBC's online marketing (49%), Fam Tour (38%), and Stakeholder Sessions (36%). In contrast, the least past use was tied to available Cultural Interpretation and Front Line Customer Service (6%) and Cultural Authenticity (10%) programs.

Interest in future use of ITBC's programs was relatively strong. At least 40% of the operators reported an intent to use these programs in the future. Support was greatest for initiatives associated with On-line marketing (63%); Media Relations (59%); .and Aboriginal Travel Service (57%) programming.

Awareness of ITBC's marketing programs tended to be higher than that related to its broader capacity building programs. All programs had at least 50% of the operators expressing awareness of them. Awareness was highest with respect to ITBC's On-line and social media (80%), stakeholder session (68%), and Fam tour (65%) activities. In contrast, it was lowest with respect to ITBC's Aboriginal Cultural Authenticity (57%); Cultural Interpretation and Customer Service Training (57%); as well as Aboriginal Arts (54%) programs.

Table 24: Awareness and Use of Indigenous Tourism Marketing Programs

Marketing Program	% Past Use	% Future Use	% Operator Awareness	# Respondents
Familiarization tours	38	40	65	48
Train-the-Trainer – Cultural Interpretation & /or Front Line Customer Service	6	47	57	47
Aboriginal Cultural Authenticity program	10	54	54	48
Authentic Arts program (AIAP)	13	43	57	47
Stakeholder Sessions/Forums	36	49	68	47
On-line marketing – social media, ITBC website & service	49	63	80	49
Consumer campaign – adverts in regional guides & brochures	31	53	61	49
Media relations – referral to stories by media	25	59	65	49
Travel trade – tracking media coverage in travel Industry & getting story out	21	54	65	48
Aboriginal Travel Services	27	57	75	49

Business Performance

All the operators indicated that their tourism businesses had either remained the same or grown over the past three years. More than half of the operators reported that these enterprises had actually increased somewhat or a lot with respect to business sales (82%), market competitiveness (61%); marketing program effectiveness (63%). About half (49%) of them indicated that the number of people employed in their business had also grown somewhat or a lot.

Table 25: Indigenous Tourism Operators Business Performance

Performance Indicator	Decreased (%)	Stayed the Same (%)	Increased Somewhat (%)	Increased A Lot (%)	Don't Know / No Response (%)
Number of annual days of operation	0	55	27	16	2
Total number of people you employ	2	45	33	16	4
Market competitiveness of your tourism business	0	35	45	16	4
Effectiveness of your marketing programs	2	25	49	14	10
Amount of business sales	4	6	39	43	8
N =49					4

Slightly more than half (55%) of these operators also felt that ITBC had played a positive role in increasing job opportunities for Indigenous people in these and other tourism businesses.

Table 26: ITBC Role in Stimulating Indigenous Employment

ITBC Role in Indigenous Employment Stimulation	% of Respondents
Not helped at all	6
Not sure	39
Helped a little	33
Helped a lot	23
N+49	

Anticipated Business Prospects Next Five Years

Indigenous tourism operators were generally optimistic about future prospects for their businesses. For instance, about 75% of them anticipated increasing their staff complements somewhat or a lot during the next five years.

Table 27: Indigenous Tourism Operators Anticipated Employment in Five Years

Anticipated Business Employment Complement Next 5 Years	% of Respondents
Decrease A Lot	0
Decrease Somewhat	0
Uncertain	25
Increase Somewhat	59
Increase A Lot	16
N=49	

They also felt that their operations would benefit somewhat or a lot from development and marketing initiatives that increased: global awareness of Indigenous tourism in BC (98%); the customer service capacity of their operations (89%); inbound and receptive travel trade partnerships (89%).

Table 28: Support Interest of Indigenous Tourism Operators

Activity	No Benefit At All (%)	Benefits Increase Somewhat (%)	Benefits Increase A Lot (%)
Increased global market awareness of Indigenous tourism in BC	2	49	49
Increased tourism and customer service training for Indigenous employees	10	59	31
Increased partnerships with receptive and inbound travel trade	10	41	49
N=49			

APPENDIX 3: Indigenous Tourism Market Awareness Gap

Available data in Global Tourism Watch 2013 suggests that interest in pursuing Indigenous cultural tourism experiences while travelling remains strong in Canada' s and BC's key long-haul travel markets. A desire to include such experiences in destination selection decisions is particularly evident (+74%) in China, India, Germany, and South Korea, and substantial (+40%) in several other markets. However, there is much room for improving Canada's capture opportunities in these countries. Less than a quarter of these 'Indigenous cultural interest' travellers were aware of Canada's offerings. This important awareness gap between general market interest and awareness of Canada's Indigenous cultural tourism opportunities was especially apparent (50+) in China, Germany, India and South Korea.

Table 29: Visitor Market Awareness of Indigenous Tourism

Visitor Market	Importance of Indigenous Cultural Opportunities in Destination Selection (always / often) (%)	Awareness of Canadian Indigenous Cultural Tourism (%)	Importance – Canadian Indigenous Cultural Tourism Awareness Gap (%)
Top Long Haul			
China	78	17	-61
Germany	75	17	-58
United Kingdom	56	11	-45
Australia	47	22	-25
Japan	41	18	-23
Top North American			
United States	60	15	-45
Canada	49	58	+9
Mexico	71	27	-44
Other Emerging			
India	76	22	-54
South Korea	74	22	-52

Source: Global Watch 2012-2013

From a BC tourism perspective, participation in Indigenous cultural experiences is distributed across the province. (Short Haul Consumer Research 2014), Overall about 16% of short haul travellers had experienced Indigenous cultural tourism sites during trips to BC during the preceding two years. Greatest incidence was associated with trips to the Vancouver Island (42%), Okanagan (39%), Vancouver (36%), and Kootenays (20%) regions (DBC 2014a).

From an overall travel preference perspective, collectively short and long-haul Indigenous cultural tourists tended to be either Authentic Experiencers (25%), Cultural Explorers (18%) or Gentler Explorers (17%). While similarly inclined in many respects, short haul travellers were more apt to be Cultural Explorers (23%), while their long-haul counterparts were decidedly more Authentic Experiencers (28%).

Table 30: Anticipated Most Frequent Indigenous Cultural Tourism Experiences (Next Two Years)

Traveller Type	Cultural Explorers %	Authentic Experiencers %	Gentle Explorers %
Short Haul	23	20	18
Long Haul	16	28	17
Overall	18	25	17

SOURCE: DBC North American Brand Discovery Research (2014)

APPENDIX 4: BC Regional Indigenous Tourism Operators

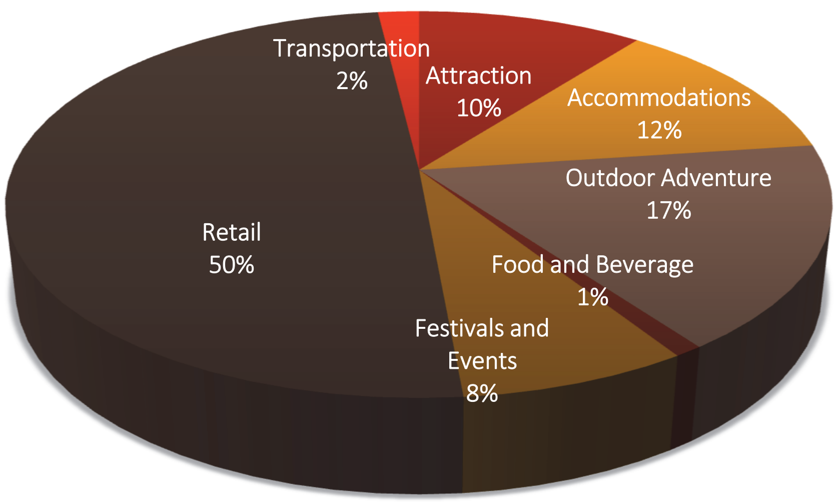
The following illustrates the status of Indigenous tourism businesses within each BC tourism region.

Northern BC

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	105	49	38	36	31
New Indigenous businesses	58	11	2	10	
Continued operating	47	38	36	26	
No longer operating	2	0	0	5	
Net Gain (-Loss) since last fiscal ...	56	11	2	5	
% Change over previous period	114%	29%	6%	16%	

***ONLY includes Indigenous owned businesses whose primary business type is tourism*

Total Indigenous Operators by Type 2017

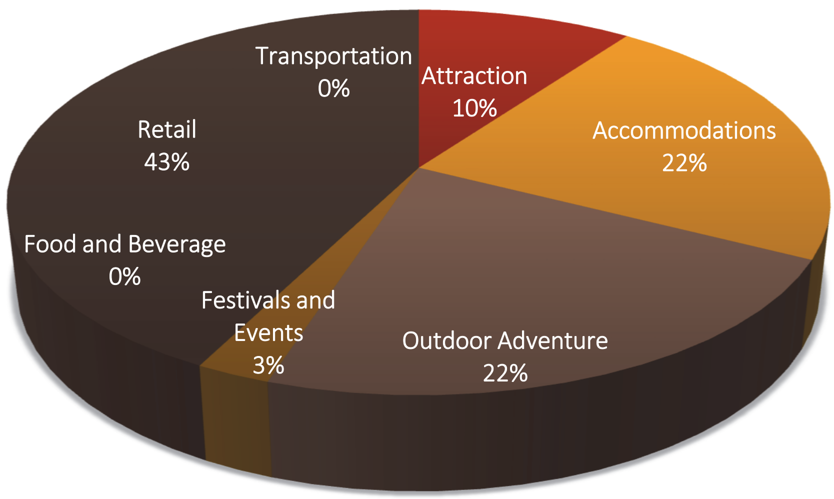


Caribou Chilcotin Coast

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	40	25	21	25	14
New Indigenous businesses	16	6	1	12	
Continued operating	24	19	20	13	
No longer operating	1	2	5	1	
Net Gain (-Loss) since last fiscal...	15	4	-4	11	
% Change over previous period	60%	19%	-16%	79%	

***ONLY includes Indigenous owned businesses whose primary business type is tourism*

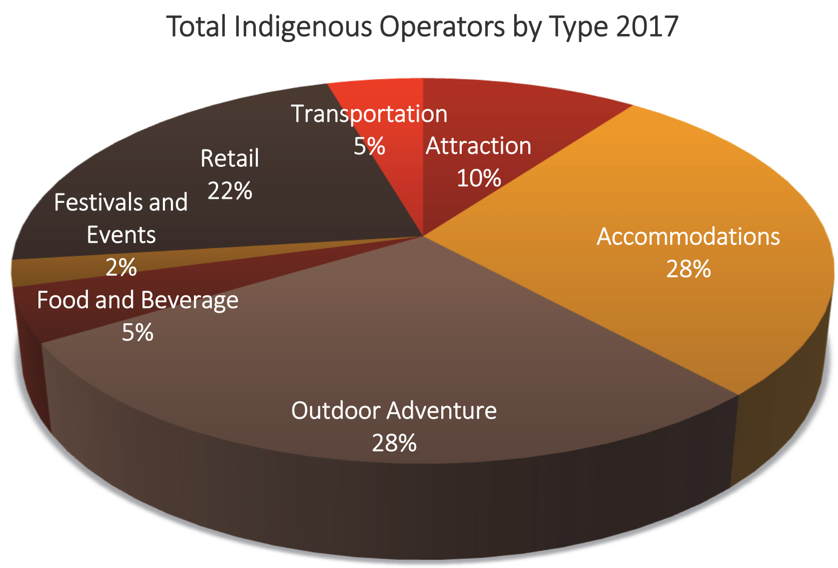
Total Indigenous Operators by Type 2017



Vancouver Island

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	89	76	62	72	55
New Indigenous businesses	17	16	2	24	
Continued operating	72	60	60	48	
No longer operating	4	2	12	7	
Net Gain (-Loss) since last fiscal…	13	14	-10	17	
% Change over previous period	17%	23%	-14%	31%	

***ONLY includes Indigenous owned businesses whose primary business type is tourism*

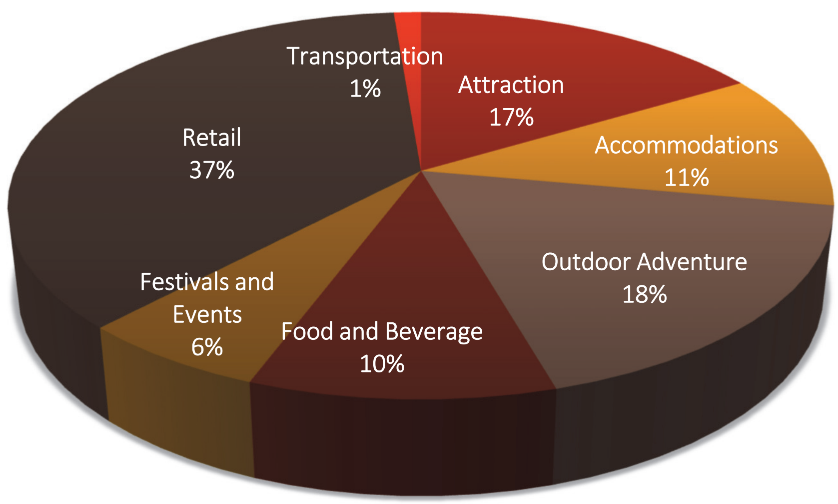


Vancouver Coast & Mountains

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	79	60	48	54	42
New Indigenous businesses	23	13	2	25	
Continued operating	56	47	46	29	
No longer operating	4	1	8	13	
Net Gain (-Loss) since last fiscal...	19	12	-6	12	
% Change over previous period	32%	25%	-11%	29%	

***ONLY includes Indigenous owned businesses whose primary business type is tourism*

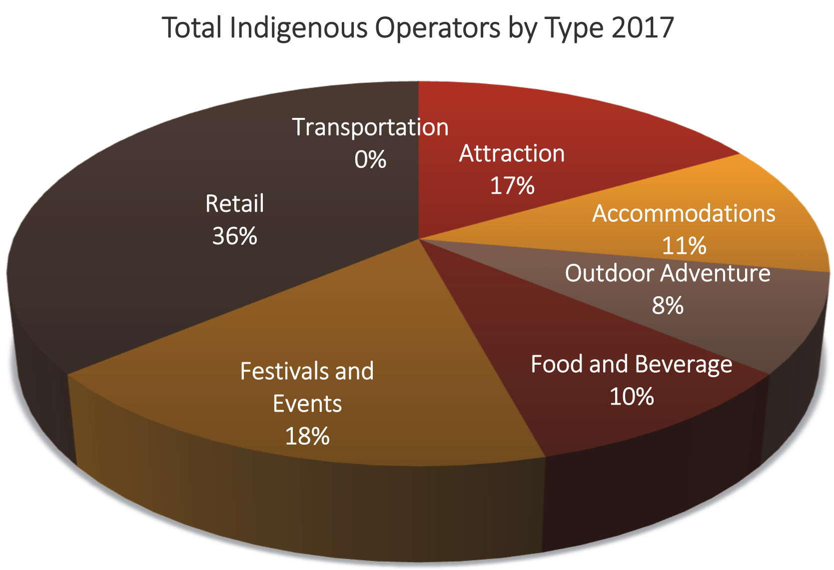
Total Indigenous Operators by Type 2017



Thompson Okanagan

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	72	43	31	33	24
New Indigenous businesses	33	13	1	12	
Continued operating	39	30	30	21	
No longer operating	4	1	3	3	
Net Gain (-Loss) since last fiscal…	29	12	-2	9	
% Change over previous period	67%	39%	-6%	38%	

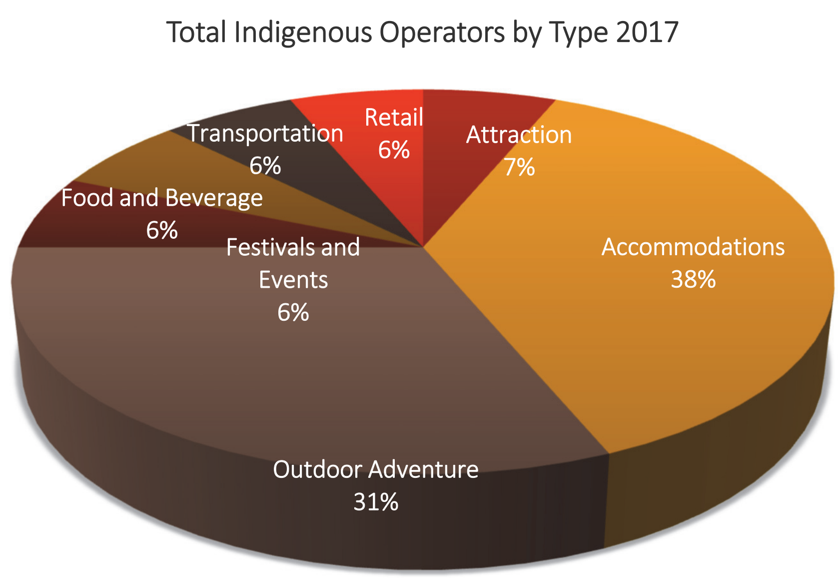
***ONLY includes Indigenous owned businesses whose primary business type is tourism*



Kootenay Rockies

Change in Businesses since last Fiscal	2017	2014	2013	2011	2003
Current Indigenous businesses operating	16	14	12	12	15
New Indigenous businesses	2	2	0	3	
Continued operating	14	12	12	9	
No longer operating	0	0	0	6	
Net Gain (-Loss) since last fiscal...	2	2	0	-3	
% Change over previous period	14%	17%	0%	-20%	

***ONLY includes Indigenous owned businesses whose primary business type is tourism*



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