2019-2020 ANNUAL REPORT

INDIGENOUS TOURISM BC

Acknowledging Our Partners

We honour the collaborative work that has strengthened relationships leading us on this good path we are on today. We have made enormous strides with a long list of partners, thanks to our shared belief that Indigenous cultural tourism in BC is not just about business, but also about rediscovery, transformation and empowerment.

We raise our hands to gratefully acknowledge Destination BC and the Province of BC for the continued investment in our Indigenous communities.

DESTINATION BRITISH COLUMBIA™

BRITISH COLUMBIA

Indigenous Tourism BC also acknowledges the funding contributions from Indigenous Services Canada, Indigenous Tourism Association of Canada, and Western Economic Diversification.

INDIGENOUS TOURISM ASSOCIATION OF CANADA

Indigenous Services Canada | Services aux Autochtones Canada

Western Economic Diversification Canada | Diversification de l'économie de l'Ouest Canada

Canada

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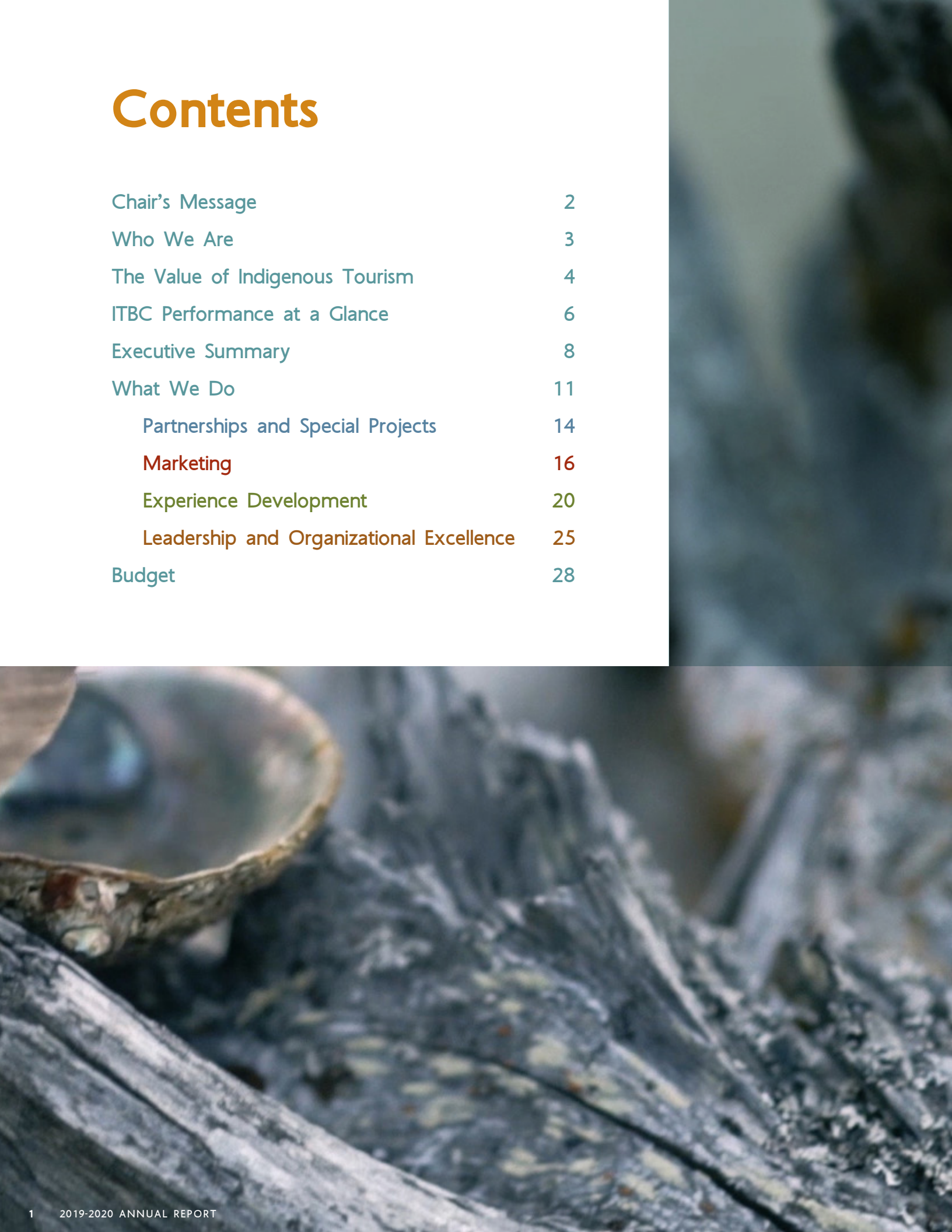


Chair's Message

Up until a couple months ago, I was looking forward to reporting another record year for Indigenous tourism in British Columbia. Now, we must set our sights on recovering from the economic devastation and job losses that fell particularly hard on our Stakeholders as a result of this global pandemic.

Industries and businesses are powered by people, and we are resilient. On behalf of the 401 tourism businesses and 7,400 people they employ, I would like to offer our sincerest thanks and gratitude to the staff at ITBC and the entire tourism industry network in BC and across Canada who did not buckle in the face of this overwhelming challenge. Their coordinated and caring response ensured that many of our members had just enough liquidity to hold tight and hope that once the province opened up again, recovery marketing efforts would allow neighbouring BC travellers to walk through their doors again.

Working from home, taking care of their own families, themselves under the same emotional stress that fell on every household, our own ITBC team spent countless hours speaking to Stakeholders and finding out what specific support we could offer. Consistent outreach and weekly calls kept our Stakeholders informed but equally important, reminded our Indigenous entrepreneurs that they were not alone in this fight for economic survival.

When the danger has passed and ground lost has been recovered, there will be a need to thank a great many partners, professionals, and supporters. The entire ITBC board of directors will be at the front of that line. Right now, every ounce of energy we can spare must be directed at salvaging what we can from what is usually our industries most important summer season.

Very soon, ITBC will join Destination BC and countless others to launch the largest coordinated recovery marketing campaign in the history of our tourism industry. Efforts will be focused on encouraging BC residents to take what's left of their summer and spend it having a lengthy stay exploring the hundreds of incredible Indigenous tourism experiences found across the province.

To our Stakeholders, I remind them that they will never be alone in this. Indigenous people have always thought in the long-term. Our Indigenous values and the wisdom of our Elders will give us the strength and resilience to overcome any challenge.

Lim Limt (Thank you)
for your ongoing support,

Brenda Baptiste, *Chair*

Indigenous Tourism British Columbia

INDIGENOUS TOURISM BC

Who We Are

Indigenous Tourism BC is a non-profit, Stakeholder-based organization that is committed to growing and promoting a sustainable, culturally rich Indigenous tourism industry.

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

Through training, information resources, networking opportunities, experience development and marketing programs, ITBC is a 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 Indigenous tourism businesses in BC offer quality experiences and actively promotes these experiences to visitors and local residents.

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

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

The Value of Indigenous Tourism

Indigenous Tourism is on the move. We're the fastest growing sector in BC's tourism industry.

Tourism is helping to rebuild the Indigenous economy

There are 401 Indigenous tourism related businesses in BC providing 7,400 direct full-time jobs providing an immeasurable sense of pride and reigniting our ancestral spirit of entrepreneurship. This new energy added another 54 Indigenous businesses last year and nearly 600 new jobs.

Indigenous tourism set to double its contribution to BC economy

Nearly 12% of British Columbia's entire tourism GDP comes from Indigenous tourism. We expect results will show that Indigenous tourism's contribution nearly doubled in 2019, before the impacts of COVID-19 began.

2018 BC GDP

- BC Tourism Industry **$8.3B**
- Indigneous Tourism **$970M**

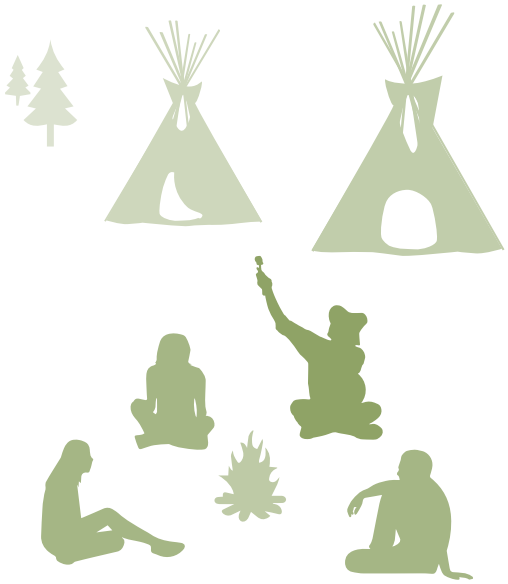
401
Indigenous tourism related businesses in BC

7,400
direct, full-time jobs provided

54
new Indigenous businesses added

Indigenous experiences continue to touch more and more lives

Over two million people had an Indigenous experience last year. That seven percent (+7%) increase bumped visitor spending that included an Indigenous experience to $1.4M (+10%).



WESTERN ECONOMIC DIVERSIFICATION (WED)

We work with funders to make sure that our work aligns with other important goals designed to build-up the BC economy.

Western Canada Key Performance Indicators	Indigenous Tourism Contribution	
	Target	Result
# of international tourists, students, or researchers visiting Western Canada	1,350,000	2,052,161
# of western SMEs and other organizations pursuing a trade, investment, international R&D or tourism opportunity, as a result of global advisory and market access services	30	50
SME Employment Growth	760	761
Value and type of international business activity facilitated by WD	$15,500,000	$25,641,025

ITBC Performance at a Glance

We're always trying to improve our experience development, our marketing and how we work as an organization. The following tables make it easy to see where ITBC is doing well, and working hard to improve. We choose our performance measures carefully and make sure they deliver reliable and realistic signals that we're achieving our most important goals.

Achieving

Looking to improve

Working on it

MARKETING

Measure name	Measure description	2017-2018	2018-2019	2019-2020	Status
Shares	*# of incidences that post is shared to network of friends or followers*	577/ month	610/ month	830/ month	
Landing Page Organic Visits	*ITBC landing page visits from organic search*	5,470/ month	6,371/ month	5,603/ month	
Pay-per-Click Cost Per Conversion	*Cost of paid search divided by # of visits to a member's experience page found thru either the "Things to Do" or "Places to Go" section of the ITBC website.*	$3.14/ conversion	$2.09/ conversion	$1.93/ conversion	
NEW Hot Leads	*# of leads that fit the target audience profile sent to a marketing Stakeholder from a digital ITBC campaign*	-	-	17,727	

EXPERIENCE DEVELOPMENT

Measure name	Measure description	2017-2018	2018-2019	2019-2020	Status
New Market Ready Stakeholders	*% of new Stakeholders we have recruited from all BC Indigenous businesses that meet the 10 point market ready checklist at the time of application*	2 New Stakeholders	14	20	
Market Ready Stakeholders	*# of Market-Ready Stakeholders who subscribe to ITBC Marketing program as a Market Ready Stakeholder.*	90 Marketing Stakeholders	95	117	
Transitioned Stakeholders	*# of Associate Stakeholders who transition to Market-Ready Stakeholders by meeting the market ready checklist.*	3 Transitioned Stakeholders	7	9	
Push for Market Readiness Program Recipients	*The number of successful applicants who received funding support for business operations*	NA	26	26	

LEADERSHIP AND ORGANIZATIONAL EXCELLENCE

Measure name	Measure description	2017-2018	2018-2019	2019-2020	Status
AGM Attendance	*# of attendee at ITBC AGM & Forum*	100	130	100	
Stakeholder Survey	*ITBC Stakeholder survey response rate*	80%	80%	80%	
Corporate Engagement	*Total # of interactions with ITBC content on LinkedIn and Corporate Twitter*	-	3,560	6,2670	
Stakeholder/ Partner Forums	# of forums	6	17	25	

Executive Summary

This was a year of retooling and providing new value to our Stakeholders. Efforts to improve our partnerships, experience development, training programs, marketing and corporate engagement delivered strong results and paved the way for ITBC to welcome another record 23 new marketing Stakeholders.

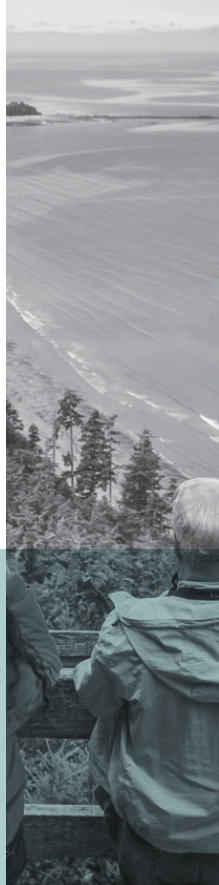
It was also a time of renewal. In June, our leadership reset the organization's foundational governing partnership with the BC Assembly of First Nations. At the International Indigenous Tourism Conference in Kelowna this past November, ITBC took centre stage with the Minister of Tourism, Arts and Culture the Hon. Lisa Beare and Destination BC for a renewal of the longest standing agreement in the world in support of Indigenous tourism.

Partnership efforts have never been more focused on strengthening Indigenous tourism across BC regions. Now with the support of four Indigenous Tourism Specialists embedded within some of the busiest tourism regions, ITBC and regional destination marketing partners engaged with thirty-six Indigenous communities.

HELPING COMMITTED STAKEHOLDERS IMPROVE OR START THEIR TOURISM EXPERIENCE NEVER STOPS.

Now in its second year, our *Push for Market Readiness* program is in full operation. Needed funding was provided to 26 Indigenous tourism operations and communities. This micro-funding was used to develop new experiences, improve digital marketing, and develop new tours. ITBC also leveraged new mobile technology and out-of-home marketing tactics to raise awareness of Indigenous tourism opportunities. For example, *Indigenous Artisan Trails* was launched in November at the International Indigenous Conference this past November in Kelowna to a packed house of supporters.

The new mobile-first website continues to shine a spotlight on our thriving and inspirational Indigenous cultures in BC and their tourism experiences. Social media, digital advertising and great content like our *Living Legends* video series helped generate 80,625 visitors to the site. Soon, ITBC will launch a welcome centre app for in-market visitors connecting them directly to our Stakeholders' experiences and educating visitors on Indigenous cultures. The coming launch will support COVID-19



recovery marketing programs focused on domestic short-haul markets in BC.

Making sure there's a growing inventory of Indigenous experiences ready to operate on the global stage is a top priority. On top of promoting Indigenous experiences to hundreds of travel trade around the world, this year our trade readiness program helped Haida Style Expeditions, Talaysay Tours, Homalco Wildlife & Cultural Tours, and the Lund Resort at Klah ah men make the leap into the trade channel.

An important part of our mission is providing a strong voice for Indigenous tourism in BC. A new corporate communications strategy implemented a focus that triggered the launch of a new corporate Website and delivery of valuable content through main B2B social channels where ITBC has nearly doubled its corporate engagement.

Implementing the 'right' leadership climate and working culture will lift ITBC to higher-levels of performance. Built on Indigenous values and governance models, ITBC's new way of operating continues to inspire internal teams, spark innovation, improve speed-to-market of valuable programs, and raise-up partnerships to new heights.

Why do we do what we do?

Read about our leading focus in our latest corporate plan. Visit **Indigenousbc.com/corporate.**

We'll Turn the Corner on COVID-19. Together.

WE'RE HERE FOR YOU.

Indigenous tourism businesses in BC are experiencing unique challenges in the face of the COVID-19 pandemic.

Visit us online to learn how we are supporting Indigenous tourism businesses in BC. Sign up as a Stakeholder and access up-to-date information about business resources and funding through email, webinars and regular Stakeholder calls.

indigenousbc.com/corporate

What We Do

Activate Experience Development

OUR ROLE IS TO:

- Link ITBC Stakeholders with marketing training and knowledge that will improve their experience and marketing knowledge
- Connect Indigenous cultural experiences with existing programs in order to help them become market-ready

THE RESULTS WE WANT TO ACHIEVE ARE:

- More market-ready Indigenous-owned products and experiences
- More Marketing Stakeholders contract with receptive tour operators
- Visitors rave about their Indigenous cultural experience(s) in British Columbia

Inspire Visitors

OUR ROLE IS TO:

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

THE RESULTS WE WANT TO ACHIEVE ARE:

- We inspire more of our consumer target market
- Visitors find ITBC Marketing Stakeholder experiences more easily
- Visitors add ITBC Marketing Stakeholder experiences to their itineraries
- More visitors buy ITBC Marketing Stakeholder experiences
- Visitors 'rave' about their Indigenous BC experience
- BC is a top international choice for Indigenous experiences
- Stakeholders value our marketing expertise

Cultivate Relationships

OUR ROLE IS TO:

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

THE RESULTS WE WANT TO ACHIEVE ARE:

- Partnerships and special projects deliver more visitors to ITBC Marketing Stakeholders
- Partnerships contribute financial resources
- ITBC funding is more diversified
- ITBC has the resources to execute on its priorities

Advocate Indigenous Tourism

OUR ROLE IS TO:

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

THE RESULTS WE WANT TO ACHIEVE ARE:

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

Partnerships and Special Projects

We cannot hope to succeed alone given the complex operating environment facing the tourism industry. Working together gives us the market power to overcome these obstacles and take fuller advantage of opportunities.

1.0 STRATEGY: Activate Regional Partnerships

Work with regional destination management organizations to activate partnership agreements that strengthen Indigenous tourism experience development, marketing, partnerships and leadership in every tourism region.

RESULTS

- Worked with regional destination marketing organizations to hire, train and oversee four Indigenous tourism specialists:
  - Jolleen Dick, Indigenous Tourism Specialist, Tourism Association of Vancouver Island
  - Angela Pfeiffer, Indigenous Tourism Specialist, Cariboo Chilcotin Coast Tourism Association
  - Lucy Martin, Indigenous Tourism Specialist, Northern BC Tourism Association
  - Greg Hopf and Amanda Adams, Indigenous Tourism Specialists, Thompson Okanagan Tourism Region
- Notable results coming through these regional partnerships included:
  - Co-hosting the tourism awards evening at the 2019 BC Tourism Industry Conference and the 2019 International Indigenous Tourism Conference in Kelowna
  - Engaging with 36 Indigenous communities within our partner regions and establishing the Interior Salish Indigenous tourism committee bringing together the Secwepemc, Nlaka'pamux and Syilx/Okanagan peoples.
  - *Indigenous Artist Market* becomes first ITBC market-ready business in northeast BC
  - Nisga'a creates circle tour to include all four Nisga'a Villages
  - Haida Gwaii enters into Destination Development Planning process

.2.0 STRATEGY: Activate Provincial and Regional Partnerships

Pursue partnerships that directly support our core values, contribute directly to Stakeholder development, develop sustainable tourism-related business opportunities.

RESULTS

- The International Indigenous Tourism Conference in Kelowna this past November saw ITBC take centre stage with the Minister of Tourism, Arts and Culture the Hon. Lisa Beare, and DBC for a renewal of the longest standing agreement in the world in support of Indigenous tourism. For nearly 25 years, the provincial government has been a steady supporter and founding partner with ITBC. Following the Indigenous Tourism Accord signing, ITBC delivered a powerful presentation of how Indigenous values are shaping innovative partnerships and programs that continue to lead the way for other provinces and Indigenous people around the globe.

- Partnership teams developed win-win agreements that accelerate not only regional tourism initiatives, but also important governing and industry sectors. In June, our leadership renewed the organization's foundational governing partnership with the BC Assembly of First Nations, once again granting ITBC its legitimate status as the official representative for Indigenous tourism in BC. Another agreement that same month was struck with the Native Education College to collaborate on the development, promotion and delivery of industry-relevant Indigenous tourism training and education programs.
- The annual Victoria indigenous Cultural festival brings together performance and visual artists from over thirty different first nations. The event is made possible only through close partnerships with the Esquimalt Nation, Songhees Nation, the Royal BC Museum and over a dozen corporate sponsors. Now in its sixth year, the annual June event attracted an estimated 45,000 locals and tourists.
- ITBC fully implemented Salesforce, the CRM technology used in partnership with Destination BC. Salesforce allows ITBC to track any updates within the business, run reports on our Stakeholder list and keep up to date with any tasks scheduled within the system.
- ITBC was a key partner for the 2020 BC Tourism Industry Conference hosted by TIABC. ITBC hosted a workshop with YVR and activated the annual Tourism Industry Awards evening.
- ITBC continues to support the tourism industry by maintaining a total of 25 partnerships with various indigenous and non-indigenous tourism partners.

Marketing

Indigenous people are master storytellers with an authentic point of view and beliefs that resonate strongly with a committed audience that follows eagerly. Technology and distribution channels able to carry our cultural tourism message will constantly change, but by staying true to our own stories and learning how to tell them in digital formats, we will succeed at growing Indigenous tourism in markets near and far.

1.0 STRATEGY: Activate "Our Story. Your Experience" Consumer Brand

Leverage technology and programs that will deliver and strengthen the ITBC brand promise.

RESULTS

- TBC's new user-friendly, intuitive and mobile-first website continues to shine a spotlight on our thriving and inspirational Indigenous cultures in BC and their tourism experiences. Digital advertising and great content helped generate 80,625 visitors to the site, including 23,854 in map downloads, newsletter signups, Stakeholder website clicks, Stakeholder book now clicks, and content shares.
- An 8 month '*Always On*' digital advertising campaign focused on generating awareness, intent and conversions targeted audiences in BC short haul markets. Through a mix of digital tactics the campaign generated 75,995 website sessions, nearly 570,000 impressions and 5,366 clicks.
- Developed a welcome centre app for in-market visitors connecting them directly to our Stakeholders' experiences and educating visitors on Indigenous cultures, territories, languages, traditions, history. Official launch will support COVID-19 recovery marketing programs focused on domestic short-haul markets in BC.

2.0 STRATEGY: Inspire Visitors with a Focused and Insightful Marketing Strategy

Promote Indigenous Tourism BC's export-ready experiences using a multi-channel approach that includes tour operators and travel media serving key markets.

RESULTS

TRAVEL TRADE

- Developed five new itineraries that provide BC residents with powerful ways to experience our Stakeholders over a 2-5 day trip.
- In May 2019, ITBC attended Rendez-vous Canada in Toronto to promote our ever-growing list of market-ready Stakeholders to 75 tour operators from key international markets. Later, Australia's Canada Specialist Agent training also provided an intimate opportunity to capture the imagination of frontline customer influencers in a market of high-growth opportunity.
- In November 2019, ITBC attended Canada's West Marketplace in Richmond where it met with 41 world-wide travel trade partners and promoted our Stakeholders' experiences.
- Attended *Explore BC* and *Explore Vancouver Island* trade education events.
- Making sure there's a growing inventory of Indigenous experiences ready to operate on the global stage is a top priority. This year our travel trade readiness program helped Haida Style Expeditions, Talaysay Tours, Homalco Wildlife & Cultural Tours, and the Lund Resort at Klah ah men make the leap into the trade channel.
- Implemented partnerships with Jonview, Canusa and SK Touristik.

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

TRAVEL MEDIA

- Our efforts secured a total of 915 press hits with just shy of 683M impressions from April,2019, through March, 2020.
- ITBC took every opportunity to leverage events and create uptake of programs, especially in the last month of March when COVID-19 impacts on indigenous businesses were already taking hold. From the Tourism Vancouver World Chef Exchange, Cross-Pacific Indigenous Nations to behind the scenes tours showing the new Heiltsuk Nation Big House, intense media pitching and follow-ups proactively generated significant coverage.
- This year, the media team attended *Travel Classics West* in late September, 2019, in addition to our steady annual presence at *GoMedia* 2019. In all, ITBC stories generated awe and wonder on the faces of more than 80 high value media and key influencers from key markets to promote #IndigenousBC stories.

3.0 STRATEGY: Source and Distribute Engaging Content

Create and curate emotionally engaging content and distribute those stories through popular channels and partner networks providing the greatest reach and impact.

RESULTS

- Intensive content training workshops saw keen Stakeholders taking advantage of new storytelling techniques. Haida Style Expeditions, Nisga'a Tourism, Salmon n' Bannock, Mr. Bannock, Lel'am Café, Xwisten Tours, Xat'sull, Tucckwiowhum Village, and Kispiox Adventures stand as the programs most recent graduates.
- Building on its successful launch last year, the Living Legends video series continues to tell powerful and engaging stories about Stakeholders in the 6 tourism regions in BC. This year, the series launched 8 episodes with ten supporting blog stories. Story promotion reached 500K , delivered 13K post clicks, and earned 10K engagements on Facebook.
- Social media efforts amplified Stakeholder content on ITBC social channels, and promoted pages on new ITBC consumer site.

RESULTS 2019-2020

Measure name	Measure description	2017-2018	2018-2019	2019-2020
Shares	*# of incidences that post is shared to network of friends or followers*	577/month	610/month	830/month
Landing Page Organic Visits	*ITBC landing page visits from organic search*	5,470/month	6,371/month	5,603/ month
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NEW Hot Leads	*# of leads that fit the target audience profile sent to a marketing Stakeholder from a digital ITBC campaign*	–	–	17,727

Experience Development

Helping committed Stakeholders improve or start their tourism experience will help BC stand out in the global marketplace and leave visitors feeling emotionally fulfilled in ways that few experiences can.

1.0 STRATEGY: Implement "Push for Market Readiness" Fund

Provide targeted funding to improve marketing and sales operations.

RESULT

The Push for Market Readiness program over the course of 2019/20 provided needed funding to 26 Indigenous tourism operations and communities. This micro-funding was used to develop new experiences, improve digital marketing, capture new photography, advertise, and develop new tours.

A few program examples:

Andy Everson Cultural Works - *Expanded direct sales and wholesale markets*

Coyote Cruises LP - *Rebranding, Website online booking and high impact image and video production*

Eagle Talon Adventures - *Branding support, Website development, and new signage*

Gingolx Lodge - *Circle tour development and marketing program*

2.0 STRATEGY: Tourism Training & Workshops

Indigenous Tourism BC (ITBC) supports Indigenous communities to identify, create, and ensure quality visitor experiences for land- and culture-based Indigenous business with training and capacity development programs. ITBC offers training for skills in customer service, communication, and marketing for Indigenous individuals, businesses, and communities.

RESULTS

- This year, ITBC set itself to updating its entire suite of training programs to be more responsive to current trends and engaging to training audiences. As a result, ITBC revamped the following training modules:
    - Storytelling: Indigenous Tourism Interpretation Workshop
    - FirstHost and SuperHost Workshop
    - The Value of Indigenous Tourism Workshop

3.0 STRATEGY: Information Kiosk "Amplify Indigenous Tourism Story"

Leverage new mobile technology and out-of-home marketing tactics to raise awareness of Indigenous tourism opportunities

RESULTS

- *Indigenous Artisan Trails* was launched in November at the International Indigenous Conference this past November in Kelowna to a packed house of supporters. Thanks to our partner the Thompson Okanagan Tourism Association, this travelling kiosk will travel to events and festivals, providing retail customers with authentic goods and Indigenous artists with a larger share of the proceeds. With its fair-trade retail model, the kiosk invites skilled artisans of the Interior Salish Indigenous Peoples - Secwépemc, Nlaka'pamux and Syilx artists to fill the IArT Trailer with handmade artwork for resale. The trailer will be travelling to festivals, farmers markets, events within the Thompson Okanagan region to share their culture with the world.
- Numerous projects in high-traffic areas anchored visitors in the culture of the hosting traditional territory. Highlights include:
    - Coastal Lunar Lanterns at Jack Pool Plaza
    - Vancouver Convention Centre / Welcome Kiosk
    - Mobile Teepee Aboriginal Friendship Centre in the Vancouver Coast and Mountains tourism region
    - Sto:lo Placenames Teaching Guide
    - Welcome Pole at Victoria International Marina
    - BC Bird Trail Project
    - YVR Bill Reid Jade Canoe

WE'RE GROWING. ITBC WELCOMED 23 NEW MARKETING STAKEHOLDERS IN 2019/20

1. Bear and Bone Burger Co
2. Big Bar Guest Ranch
3. Coastal Rainforest Safari's
4. Dog Mermaid Eco Excursions
5. Elkin Lake Ranch
6. Grape Escape Wine Tours
7. Grape Savy Wine Tours
8. Highwater House
9. Iskwew Air
10. Little Bear Giftshop and Gallery
11. Longhouse Gift Shop
12. Northern Secwepemc Cultural Society
13. Roberts Roost RV Park
14. Silver Salmon Sport Fishing
15. Skidegate Inlet Retreats
16. Spirit of the Lake Native
17. Stikine Valley Inn
18. Sulphurous Lake Resort
19. Syilx Gift Store and Gallery
20. Tim's by the River Campsite
21. Unity Clothing Co
22. Uukwiis Wildlife Adventure
23. Cedar House Gallery

4.0 STRATEGY: Facilitate Indigenous Community Engagement

Deliver *Value of Tourism* and destination development sessions in partnership with Destination BC

RESULT

With reduced funding, ITBC was able to deliver a smaller number of impactful sessions to high-potential Indigenous communities, including the Huu-ay-aht, Westbank First Nations, and the Ktunaxa in support of their new locally inspired cultural brand.

5.0 STRATEGY: Engage *Stakeholders* more fully

Build a new Stakeholder framework and provide them with better tools to improve their business knowledge and support their entrepreneurial drive.

RESULTS

- A New Storytelling workshop called *Storytelling: Indigenous Tourism Interpretation* was developed and now provides Indigenous entrepreneurs and communities with a two-day workshop designed to show them how their cultural stories can connect guests more deeply with their experience.
    - Our new Stakeholder model was expanded to include new categories:
        - Culture Keepers and Service Providers
        - Communities and Entrepreneurs
        - Visitor-Ready Indigenous-Owned
        - Market-Ready Indigenous-Owned
        - Export-Ready Indigenous-Owned
        - Friends of ITBC

6.0 STRATEGY: Canadian Experience Fund Roadmap Project

The Indigenous Tourism Business Development Roadmap is an engaging and interactive tool that helps users develop a roadmap for tourism development.

RESULTS

- Developing an interactive, online tool that integrates with the ITBC corporate website to provide ITBC Stakeholders with access to Indigenous tourism readiness toolkits.

RESULTS 2019-2020

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Push for Market Readiness Program Recipients	*The number of successful applicants who received funding support for business operations*	n/a	26	26

We're Strengthening Our Roots.

We believe that traditional Indigenous values are essential to guiding the business of tourism. These values are at the root of how ITBC operates and does business.

With our new collaborative governance model in place, decisions are being made more quickly and with stronger buy-in. Our new way of working is creating more innovative programs and improving the tourism landscape across British Columbia.

Indigenous Tourism BC looks to these deeper teachings as we focus on building a better future for Indigenous communities, Elders and our youth.

Learn more about our new way of doing business, visit **indigenousbc.com/corporate**

Leadership and Organizational Excellence

Our work ensures that Indigenous values weigh heavily in tourism solutions, and that a fair share of the benefits flow to First Nations communities and businesses invested in tourism. This means ensuring that the right economic, social and environmental conditions are in place to sustainably grow Indigenous tourism in British Columbia. Making sure that our own team of leaders and professionals are provided the right climate to succeed is crucial. We must create a work climate that rewards high-performing teams, embraces collaboration, unleashes the innovative spirit and values constant improvement.

1.0 STRATEGY: Board Engagement and Activation

The ITBC Board of Directors are respected Indigenous cultural leaders and entrepreneurs. Our directors insist on being at the forefront of the issues and opportunities that will shape ITBC's vision for the future.

RESULT

- ITBC Board members were engaged in the following committees on behalf of ITBC:
  - Minister's Tourism Engagement Council
  - World Indigenous Tourism Alliance
  - Destination BC Marketing Committee
  - Indigenous Tourism Association of Canada Board of Directors
  - Vancouver Island Economic Alliance Board of Directors

2.0 STRATEGY: Inspire a Strong Corporate Culture

Implementing the 'right' leadership climate and working culture will lift ITBC to higher-levels of performance.

RESULTS

- Continued implementation of our new ITBC Core Values that are reshaping the organization to be more focused, engaged and solutions-based.
- Year 1 implementation of ITBC's innovative and more culturally appropriate Indigenous leadership model that instead of a single CEO, requires three senior executive leaders in a shared top-level consensus decision-making system to work in a team-setting in the development and management of strategic and business initiatives. These three Chief Officers report to and work closely with the ITBC Board of Directors (House of Tyee) and external partners.
- Expanded ITBC leadership and operational capabilities by hiring the new Chief Partnership and Governance Officer Tewanee Joseph who will work alongside the two other Chief Officers handling marketing, finance and operations. Joseph's extensive experience in diplomacy and collaboration will strengthen ITBC's ability to build mutually beneficial partnerships that enhance Indigenous tourism. He is a member of the Squamish First Nation and served for eight years on the Squamish Nation Council, where he forwarded First Nation federal legislation, land management, strategic communications and governance. He also played an instrumental role in the Vancouver 2010 Olympic and Paralympic Winter Games, as Executive Director and Chief Executive Officer of the Four Host First Nations Secretariat.

3.0 STRATEGY: Provide a Strong Voice for Indigenous Tourism in BC

Promote ITBC programs, services and support through communications channels that will engage Stakeholders and decision-makers.

RESULTS

- Launched new ITBC corporate Website providing Indigenous Stakeholders and industry with more ready access to news, programs, reports and research. This site is also a one-stop portal providing Stakeholders with important training and funding opportunities. This will become a Tourism Learning Resource for ITBC Stakeholders and will provide the foundation to offer many new online resources and tools.
- Proactive corporate media relations resulted in significant coverage of ITBC leadership, programs and positions in major influential media outlets such as BC Business, Canada's National Observer, CBC/Radio-Canada, Global News, Forbes and NUVO.
- Corporate Twitter @ITBC_corporate followers grew 9.8% while the ITBC LinkedIn account grew 342% in followers and engagement grew 98% over the same period.

4.0 STRATEGY: Conduct Research that Delivers Insights into How to Strengthen the Indigenous Tourism Labour Market

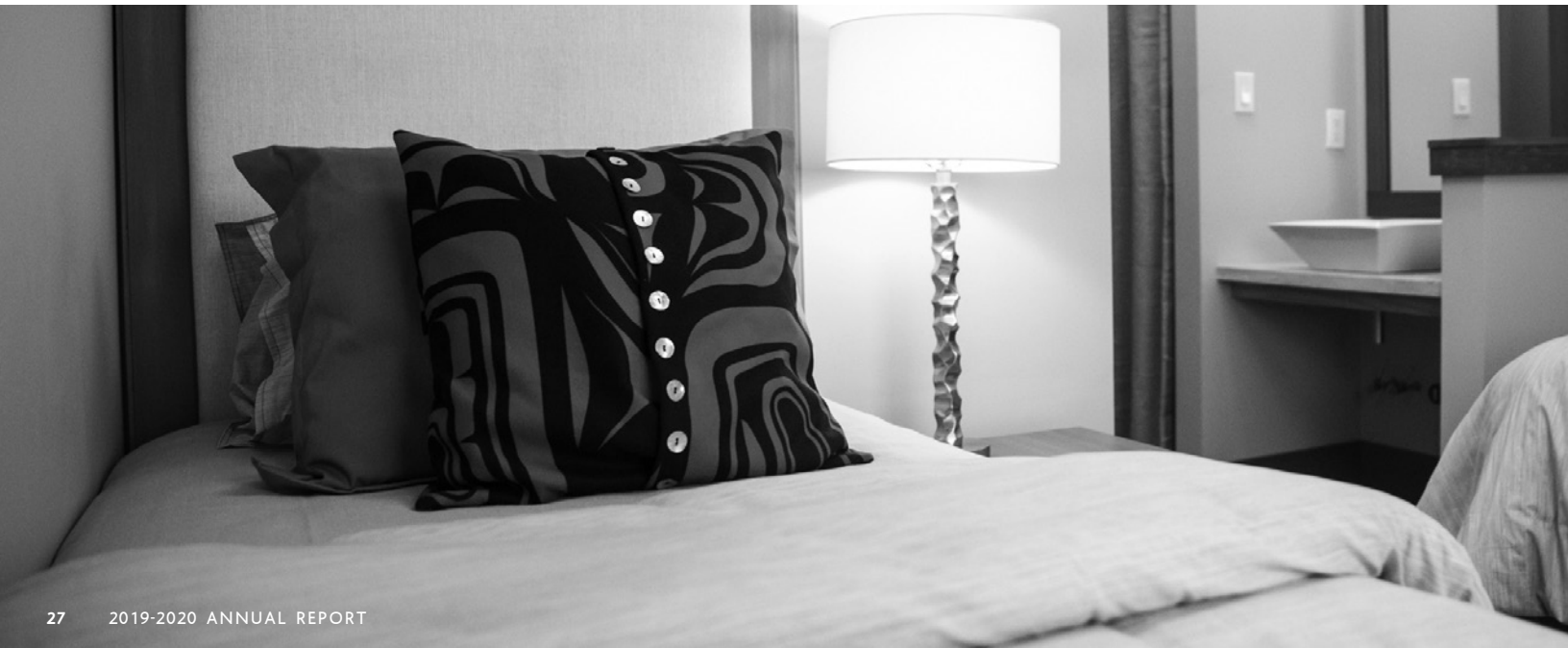
To help grow the tourism sector, the B.C. government announced $440,000 to conduct labour market research and to develop an Indigenous tourism labour market strategy to address skills training for tourism operators and businesses.

RESULTS

- After a thorough review of smart practices, available research, insights and current programs, learnings and Indigenous needs, ITBC was able to begin framing a strategy on how to strengthen Indigenous participation and success in Indigenous and mainstream tourism through skills training and other labour and education activities.

RESULTS 2019-2020

Measure name	Measure description	2017-2018	2018-2019	2019-2020
AGM Attendance	*# of attendee at ITBC AGM & Forum*	100	130	100
Stakeholder Survey	*ITBC Stakeholder survey response rate*	80%	80%	80%
Corporate Engagement	*Total # of interactions with ITBC content on LinkedIn and Corporate Twitter*	–	3,560	6,267
Stakeholder/ Partner Forums	*# of forums*	6	17	25



Budget

4 STRATEGIC PILLARS	
Partnerships and Special Projects	$439,048
Marketing	$769,574
Experience Development	$668,958
Leadership and Organizational Excellence	$298,610
General and administration	$195,274
Total:	**$2,371,464**

INDIGENOUS
TOURISM BC