

Destination British Columbia

February 14, 2014

Forwarded by e-mail

Victoria Olmstead
Chair
Northern British Columbia Tourism Association
1274 5th Avenue
Prince George, British Columbia V2L 3L2

Dear Victoria,

This letter is to notify you and the Board of Northern British Columbia Tourism Association that Destination British Columbia is pleased to provide your association with a six month funding extension to your current Transfer Under Agreement. Please find attached a copy of the amended agreement.

Recognizing our intent to ensure no interruption to the service delivery of the excellent work that your association provides on behalf of the Northern British Columbia regional tourism stakeholders and on behalf of Destination BC, we will be providing \$300,000 for compensation of incremental transitional activities during FY13-14. A summary of this funding is in the table in Paragraph 3 in the attached Modification Agreement along with your existing funding for FY13-14. Please note that this comes directly from Schedule B-1 in your current agreement for FY13-14.

Schedule B-2 shown in Paragraph 4 in the Modification Agreement attached is specific to next fiscal and provides a summary of your FY14-15 funding including \$220,000 for the Tourism Partners Program and notional funding of \$400,000 for the Trade, Overseas and Media Program, Community Tourism Opportunities Program and Familiarization Tours.

At your earliest convenience, please print two copies, sign both of them and return them to our office for final signature – a file copy will be returned to you at that time.

We look forward to continuing our partnership with Northern British Columbia Tourism Association in building tourism revenue in the Northern British Columbia region.

Should you have any questions, please feel free to contact me directly.

Thank you.



Peter Harrison
Director, Partnership Marketing
Destination British Columbia

cc:Anthony Everett, Chief Executive Officer
Northern British Columbia Tourism Association

Destination British Columbia

MODIFICATION AGREEMENT #3

BETWEEN

DESTINATION BC CORP., doing business as DESTINATION BRITISH COLUMBIA


("Destination BC", "we", "us", or "our", as applicable)

AND

NORTHERN BRITISH COLUMBIA TOURISM ASSOCIATION, a society incorporated under the laws of the Province of British Columbia under Certificate of Incorporation No. 9533 and having its head office at 1274 5th Avenue Prince George BC V2L 3L2

(the "Contractor" "you" or "your" as applicable)

BACKGROUND

- A. The parties entered into an agreement identified as contact number C13NBC066 and dated ^{May 8, 2012} ~~March 9, 2012~~. 
- B. The parties subsequently entered into Modification Agreement #1 dated June 22, 2012.
- C. The parties subsequently entered into Modification Agreement #2 dated March 11, 2013.
- D. The Parties have agreed to amend Modification Agreement #2 as subsequently modified on the terms and conditions set out herein.

AGREEMENT

The parties agree as follows:

- (1) The revised Term of Modification Agreement #3 is April 1, 2012 to September 30, 2014.
- (2) Modification Agreement #2 is amended by adding the attached Schedule A-1 specific for FY14-15. Refer to Statement of Work for report deadlines and deliverable details.

- (3) Schedule B-1 of Modification Agreement #2 is amended by adding the funding of \$300,000 as outlined in the following table and will be provided before March 31, 2014 for compensation of incremental transitional activities during fiscal year 2014. This Schedule is specific for the current FY13-14.

	Program					Maximum Amount
Operating Transfer		Current funding	Additional funding	Committed funding		
	Regional Partnership	\$ 325,550	\$ 175,000	\$ 500,550		
	Community Partnership	\$ 159,350	\$ 75,000	\$ 234,350		
	Regional Travel Media	\$ 55,000	\$ 25,000	\$ 80,000		
	Regional Travel Trade	\$ 55,000	\$ 25,000	\$ 80,000		
Sub Total		\$ 594,900	\$ 300,000	\$ 894,900		\$ 894,900
Program Fees				Committed funding	Notional funding	
	Tourism Partners			\$ 367,426		
	Community Tourism Opportunities				\$ 300,000	
	Regional Travel Media Program and Regional Travel Trade				\$ 100,000	
	Familiarization Tour Funding				\$ 100,000	
Sub Total				\$ 367,426	\$ 500,000	\$ 867,426
Total						\$1,762,326

Notional budgets are managed by Destination BC on a provincial level and are based on regional allocations and/or available program funds.

- (4) Modification Agreement #2 is amended by adding the attached Schedule B-2 which outlines the funding of \$620,000 specific for the term in FY14-15.

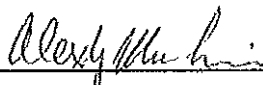
	Program		Committed Funding	Notional Funding	Maximum Funding
Program Fees					
	Tourism Partners		\$ 220,000		\$ 220,000
	Community Tourism Opportunities			\$ 300,000	\$ 300,000
	Regional Travel Media Program and Regional Travel Trade			\$ 50,000	\$ 50,000
	Familiarization Tour Funding			\$ 50,000	\$ 50,000
Total			\$ 220,000	\$ 400,000	\$ 620,000

(6) The revised total aggregate value of Modification Agreement #3 is \$3,694,652.

(6) In all other respects, Modification Agreement #2 is confirmed.

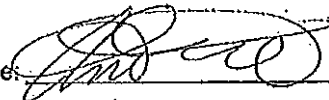
Regardless of the date of execution or delivery of this Modification Agreement #3, this Modification Agreement #3 is effective as of February 14, 2014.

SIGNED AND DELIVERED on the 12th day
of MARCH, 2014 on behalf of
Destination BO by its authorized signatory

Signature: 

Print name: Alex MacCie

SIGNED AND DELIVERED on the 11th day
of MARCH, 2014 by or on
behalf of the Contractor (or by its authorized signatory
or signatories if the Contractor is a corporation)

Signature: 

Print name: Anthony Everett

Northern British Columbia Tourism Association
SCHEDULE “A-1” - SERVICES

PART 1 - BACKGROUND AND OBJECTIVES:

1. Destination British Columbia (DBC) has a long standing relationship with the six tourism regions including this Region. Although these regions represent DBC in a number of capacities in accordance with this Agreement, these regions are independent organizations with their own boards and governances.
2. DBC and the Region anticipate mutual benefits to be derived from continued cooperation that will capitalize on complementary resources, improve access to strategic markets and contribute to attaining their common goals. The Region accepts the responsibility to represent the goals and objectives of DBC and its provincially-funded marketing programs and initiatives, as outlined in DBC’s *Service Plan*, provincial tourism strategy and goals and as communicated from time to time by DBC’s staff.
3. The Region’s and DBC’s program staff pledge to conduct themselves in a respectful and cooperative manner to achieve the objectives of this Agreement.
4. DBC and the Region recognize that coordination of marketing and development activity with the private sector is beneficial to increasing the effectiveness of promoting tourism in the area serviced by the Region by maximizing the leverage of investment.
5. DBC’s program areas such as “Regional Travel Media Relations”, “Regional Travel Trade” and “Community Partnerships” will meet regularly with regional representatives to determine regional activities that will be funded by DBC.
6. In the event of a dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination or invalidity hereof, the parties in the first instance are encouraged to resolve their differences through friendly consultations at the program level. Initially this will take place amongst the provincial and regional program level staff involved. If necessary, concerns will be escalated to include the Manager, Regional Partnerships; Regional President; along with the respective Program Area Team Lead and/or the related Director of the program area in question if not already engaged. In the unlikely event that it is necessary, further resolution may be sought via the inclusion of the Director, Partnership Marketing and Region’s Board Chair or Board Designate. A decision will be deemed final and rendered by the Director, Partnership Marketing upon reviewing all pertinent information from all parties.
7. The parties agree that the details of the Deliverables and Timelines are contained within the Statement of Work.
8. In entering this Agreement, the Region will, in accordance with their own Constitution, By-Laws, and Governance Policies, be responsible for and ensure that the deliverables are executed.

Northern British Columbia Tourism Association
SCHEDULE “A-1” - SERVICES

PART 2: Guiding Principles

DBC’s Obligations

DBC will:

- follow government and departmental policies and procedures;
- maintain publications, reports, studies, etc.;
- ensure availability of staff with whom the Region may need to consult;
- provide access to appropriate guidelines (reporting guidelines and templates, as applicable);
- provide comments on draft reports within five working days from receipt of report;
- schedule teleconferences, as required;
- provide applicable documentation; and
- provide other assistance or support.

Region's Obligations

The Region will:

- keep all documents and proprietary information confidential and in a secure area;
- meet all tasks and deliverables as identified in the Statement of Work;
- submit all written reports in hard copy and/or appropriate electronic form;
- attend meetings with industry, as necessary;
- participate in teleconferences/program area meetings, as needed; and
- maintain all documentation in a secure area.

Supporting Resources:

Tourism Partners Program Policy and Guideline Manual and templates
Statement of Work
Tourism Partners Program Regional Graphic Standards Manual
Tourism Partners Program Quarterly Reconciliation Report Workbook
Trade, Overseas and Media Quarterly Reconciliation Report Workbook

Technical, Operational and Organizational Environment:

It is essential that Regions utilize the templates provided, including tables and fonts.
Timelines may change at DBC’s discretion.

Method and Source of Acceptance:

All deliverables and services rendered under any contract are subject to inspection/approval by DBC’s program area staff. Should any deliverables not be to the satisfaction of DBC, as submitted, the program area’s team lead shall have the right to reject it or require correction before payment will be authorized.

Northern British Columbia Tourism Association
SCHEDULE “A-1” - SERVICES

A) Regional Partnership Program

The Tourism Partners Program under the Regional Partnership Program is a long standing cooperative marketing program that is the cornerstone of the Region’s marketing activities. Marketing projects are divided into key products which include Touring, Golf, Ski, Fishing, Adventure, Festival & Events, and Meetings & Incentive, among others. The projects are also divided into key target markets. In accordance with the Provincial *Gaining the Edge Five-Year Tourism Strategy*, Regions are primarily responsible for marketing to BC, AB and Washington State markets while supporting DBC marketing efforts in all other markets as approved by DBC.

The Region will execute cooperative marketing projects with regional stakeholders. These projects may include consumer publications, advertising through various media: eg. TV, radio, newspapers and magazines, attending or stakeholders attending consumer shows, on-line activities, direct mail and research initiatives.

Tourism Partners Program Objectives: Leverage resources within a regional destination sell, increase tourism revenues and benefits of tourism to each of the six tourism regions of B.C., and promote strategic business and community alliances

Tourism Partners Strategies:

- Work with industry to coordinate marketing roles and responsibilities to ensure strategic alignment, increased effectiveness, and enhanced consumer impact
- Leverage regional tourism investment and maximize tourism growth throughout BC by supplementing the Provincial annual regional tourism operating and marketing budgets through additional funding from industry and private sector partners
- Ensure that a combination of media relations, social media, travel trade and consumer direct marketing tactics are deployed by regions as appropriate by target market, product activity, and season, in coordination with provincial tourism plans

B) Community Partnership Program

DBC will provide certain funds described as an “Operating Transfer” to the Region to employ dedicated community representation with priority to fully support the “Community Partnership Program Plan” and ensure the deliverables are achieved. DBC will provide funding to execute the tactics in the plan. This plan will be developed in conjunction with and under the direction of DBC, with final approval by DBC.

The Community Partnership Program area aims to build long-term support and satisfaction from industry and community leaders. As representatives of DBC, the six tourism Regions are committed to providing the benefits of a close relationship with DBC to communities in the province. Through the regional relationship, community tourism organizations will be encouraged to access a broad range of resources, tactical opportunities, funding and expertise.

Community Partnership Program Goals: To strengthen the competitiveness and sustainability of communities as destinations throughout the province, in a manner that will enhance the visitor

Northern British Columbia Tourism Association
SCHEDULE “A-1” - SERVICES

experience and generate greater economic, environmental, social and cultural benefits at the local, regional and provincial level.

Community Partnership Program Objectives: The goal will be achieved by implementing programs that are tailored to the tourism development stage of the participating communities and are responsive to the recognized needs of the local industry.

Community Partnership Program Strategies:

- Work with communities in each of BC’s six tourism Regions
- Communities have an understanding of DBC’s role and tourism investment
- Target communities that are committed to long-term planning and implementation
- Maximize the leveraging of resources committed by participating communities
- Build long-lasting and effective working relationships with communities, Regions and provincial tourism agencies
- Increase market readiness of participating communities through specific and targeted assistance and resources
- Reduce regional disparity with regard to overall benefits being derived from the province’s tourism industry.

C) Regional Travel Media Program

DBC will provide certain funds described as an “Operating Transfer” to the Region to employ dedicated Travel Media Relations representation with priority to fully support the “Provincial Media Relations Plan” and ensure the deliverables are achieved. DBC will provide funding to execute the tactics in this plan. This plan will be developed in conjunction with and under the direction of DBC, with final approval by DBC.

The Regional Travel Media Program is an in-depth program to increase editorial coverage of British Columbia as a travel destination, within newspapers, magazine, online sites, publications and television broadcasts. Key strategies for increasing travel media coverage include:

- Focus on obtaining media coverage for key markets and key sectors as outlined in the provincial Tourism Strategy
- Work with national and key market TV broadcasters on content opportunities
- Include online media relations as a core component of activities and tactics
- Bring benefits and share successes of positive media coverage with tourism industry constituents and stakeholders
- Identify and invite key media on press visits to British Columbia
- Develop editorial content for third-party use.

D) Regional Travel Trade Program

DBC will provide certain funds described as an “Operating Transfer” to the Region to employ dedicated travel trade representation with priority to fully support the “Provincial Travel Trade Plan” and ensure the deliverables are achieved. DBC will provide funding to execute the tactics in this plan. This plan will be developed in conjunction with and under the direction of DBC, with final approval by DBC.

DBC’s Travel Trade staff and the Regional Travel Trade staff to work together as one unified team to develop one Provincial Travel Trade Plan, execute on approved tactics, and communicate to

Northern British Columbia Tourism Association
SCHEDULE "A-1" - SERVICES

travel trade and industry. The Provincial Travel Trade Plan will prioritize best opportunities on a provincial and regional basis, capitalizing on the strengths of the product in each region.

The role of the dedicated Regional Travel Trade Representative includes the following:

- Undertake activities directed by the Provincial Travel Trade Plan
- Participate in trade fairs, trade shows, sales calls and trade meetings as outlined within the Provincial Travel Trade Plan
- Provide in-region expertise and experience to deliver a great BC experience while the travel trade is visiting BC
- Help to create new itineraries to expand the B.C. product offerings with trade accounts by bringing local expertise/knowledge of product
- Educate the suppliers in their region on business practices in international markets and export ready criteria
- Educate travel trade (internationally and in Canada) on the product available in their regions and the suitability for various geographic markets.

E) Familiarization Tours

Travel trade familiarization tours and media press trips will be executed by the Travel Trade and Travel Media Representatives and are managed within C) and D) above.

PART 3 - TERM

1. The term of this Modification Agreement #2 (the "Term") will, notwithstanding the date of execution and delivery of this Agreement, commence on **April 1, 2012** and will end on **September 30, 2014**.

**NORTHERN BRITISH COLUMBIA TOURISM ASSOCIATION
TRANSFER UNDER AGREEMENT
SCHEDULE "B-2"
FINANCIAL ASSISTANCE FY14-15**

PART 1 – PROGRAM FEES

A) Regional Partnership Program Fees

1. Fees will be payable to the Region, in advance of the fulfillment of the obligations under the Statement of Work, as follows:
 - a) Regional Partnership Program payment, on or after April 1, 2014;
 - b) Regional Partnership Program payment, on or after July 1, 2014; and
 - c) the amount of payments under subparagraphs a) through b) of this paragraph will be invoiced by the Region on the basis of the Region's realistic estimate of the costs for related Services for the upcoming quarter of the fiscal year.
2. Notwithstanding paragraph 1 of this Schedule "B-2" in no event will the Regional Partnership Program fees payable to the Region in accordance with paragraph 1 of this Schedule "B-2" exceed, in the aggregate, \$220,000.

B) Community Partnership Program Fees

3. Fees will be payable to the Region, in advance of the fulfillment of all the obligations under the Statement of Work, as follows:
 - a) Community Partnership Program payment, on or after April 1, 2014;
 - b) the amount of payment under subparagraph a) of this paragraph will be invoiced by the Region on the basis of the Region's realistic estimate of the costs for related Services for the upcoming half of the fiscal year.
4. Notwithstanding paragraph 3 of this Schedule "B-2" in no event will the Community Partnership Program fees payable to the Region in accordance with paragraph 3 of this Schedule "B-2" exceed, in the aggregate, \$300,000.

C) Regional Travel Media Program Fees and Regional Travel Trade Program Fees

5. Fees will be payable to the Region, in advance of the fulfillment of all the obligations under the Regional Travel Media Program and the Regional Travel Trade Program Statements of Work, as follows:
 - a) Regional Travel Media and Travel Trade Program payments, on or after April 1, 2014;

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TRANSFER UNDER AGREEMENT
Schedule "B-2"

- b) Regional Travel Media and Travel Trade Program payments, on or after July 1, 2014;
 - c) the amount of payments under subparagraphs a) through b) of this paragraph will be invoiced by the Region on the basis of the Region's realistic estimate of the costs for related Services for the upcoming quarter of the fiscal year.
6. Notwithstanding paragraph 5 of this Schedule "B-2" in no event will the Regional Travel Media and Travel Trade Program fees payable to the Region in accordance with paragraph 5 of this Schedule "B-2" exceed, in the aggregate, \$50,000.

D) Familiarization Tours

7. Familiarization Tour fees will be payable to the Region, in arrears, upon receipt and approval by DBC of invoices and copies of related receipts, not to exceed, in the aggregate, \$50,000.

PART 2 – REFUNDS

- 8.. In accordance with paragraph 3.05 of the Agreement, all such refunds or remissions obtained by the Region must be applied to the provision of the Services, set out in Schedule "A-1" or performance of any other obligation of the Region under this Agreement in respect of those Services.

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TRANSFER UNDER AGREEMENT
 Schedule "B-2"

PART 3 - PAYMENT OF FINANCIAL ASSISTANCE

9. The total, maximum amount payable by DBC under this Agreement for fees and expenses during the Term in FY14-15 will not exceed CAD \$620,000 outlined as follows:

	Program	Committed Funding	Notional Funding	Maximum Funding
Program Fees				
	Tourism Partners	\$ 220,000		\$ 220,000
	Community Tourism Opportunities		\$ 300,000	\$ 300,000
	Regional Travel Media Program and Regional Travel Trade		\$ 50,000	\$ 50,000
	Familiarization Tour Funding		\$ 50,000	\$ 50,000
Total		\$ 220,000	\$ 400,000	\$ 620,000

Notional budgets are managed by Destination BC on a provincial level and are based on regional allocations and/or available program funds.

Northern British Columbia Tourism Association
FY 14-15 Statements of Work

REGIONAL PARTNERSHIP PROGRAM

Program Area Team Lead: Wendy Magnes

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
Business Review			
The Region must submit an analysis of their business environment and SWOT using the business review template as outlined in Appendix I.	<ul style="list-style-type: none"> • Submitted on time • Insightful • Followed the template • Corrections made in timely fashion 	September 15, 2014	Regional Partnership team will review and provide approval upon completion to the satisfaction of DBC.
Partner Relations			
The Region will conduct itself professionally and as a cooperative partner in delivering the specified programs for DBC.	<ul style="list-style-type: none"> • Maintained positive working relationships with DBC's program staff and other industry partners • Any issues were remedied in a timely manner and with the objective of seeking a positive resolution • Overall deliverables were achieved to a satisfactory level 	Ongoing	
The Region will continue to strengthen direct working relationships among industry stakeholders, communities, DBC program staff, and other regions.			
The Region is responsive in a timely manner to program related requests in the form and content satisfactory to the DBC.			
The Region will present itself to industry as a unified organization with DBC, when engaged in provincial or partnership program activities.			

Northern British Columbia Tourism Association
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Tourism Partners Program Marketing Plan			
The Region must submit a final Marketing Plan for FY14-15 using the template as outlined in Appendix I.	<ul style="list-style-type: none"> • Submitted on time • Insightful • Followed the template • Corrections made in timely fashion • Demonstrated integration with industry partners 	April 1, 2014	Regional Partnership team will provide approval upon completion to the satisfaction of DBC.
Tourism Partners Program Project Implementation			
The Region will commence and complete marketing projects to the satisfaction of DBC during the Term in accordance and in compliance with the standards, requirements, terms and conditions described in the Program Policy and Guideline Manual and Graphic Standards Manual in Appendix I.	<ul style="list-style-type: none"> • Reports were submitted on time • Accurate and detailed General Ledger listings • Compliance with Program Policy and Guideline Manual and Graphic Standards Manual • Projects were updated • Errors were corrected 	The execution of projects will occur throughout the year. Within 30 days of the close of a quarter, the Region must prepare and submit a completed Tourism Partners Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Tourism Partner Program Fees for their quarterly	Regional Partnerships team will review the Quarterly Reconciliation Report including the General Ledger listings for the quarter and provide approval to the Region upon completion to the satisfaction of DBC. Payment for Quarterly Services Invoice for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.

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FY 14-15 Statements of Work

		services.	
Tourism Partners Program - Changes to Projects			
New projects and changes to existing projects in scope or budget exceeding 20% and \$20,000 of the gross budget require submission to DBC for approval.	<ul style="list-style-type: none"> Procedures were followed in a timely fashion. 	Changes to projects may occur at any time throughout the fiscal year but notification must be submitted before the start of a new project.	Regional Partnerships team will provide written approval in the form of an approval code for inclusion on project sheet.

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COMMUNITY PARTNERSHIP PROGRAM

Program Area Team Lead: Alison McKay

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
Regional Community Team			
Regional Representative will participate in monthly conference call for approximately 1 hour and review meeting minutes.	<ul style="list-style-type: none"> • Participated in conference calls • Face to face meetings and welcoming new community tourism reps completed • Maintained database of community contacts 	First Thursday of each month 10:30am to 11:30am PST	Community Partnerships team will coordinate conferences calls and distribute minutes.
Regional Representative will maintain regular communication with community contacts in-region to determine annual priorities and ongoing assistance/guidance. May include attending Community DMO AGMs, regional community sessions, etc. This includes all applicable travel expenses.		Ongoing - 1 face to face meeting per year at minimum with each community accessing CTO and a face to face connection with each new community tourism representative within 60 days of their start date	Community Partnerships team will attend meetings when required.
Regional Representative will provide pertinent information on programs/updates to DBC for inclusion in industry communications.		Ongoing	Community Partnerships team will provide updates on programs to ensure that community DMOs and operators are aware of all program opportunities.
Regional Representative will provide informal activity monthly update to DBC's Community Partnership team.		Ongoing	Community Partnerships team will review the monthly reports.
Regional Representative will provide		Ongoing	Community Partnerships team will

Northern British Columbia Tourism Association
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advice, feedback, review and implementation for DBC for special community projects on an “as and when needed” basis.			notify Regions as projects come forward.
Regional Representative will provide support of DBC and participate in MRDT framework development, as required.		Ongoing	
Regional Representative will assist DBC with logistics of community integrated planning forums and provide regional overview for stakeholders, as required.		Ongoing	
Region Representative will liaise with Community Partnership Program Manager regarding DBC program messaging that is included in regional presentations.		Ongoing	Community Partnership Program Manager will review regional presentation template.
Community Tourism Foundations Program (CTF)			
Regional Representative will ensure DBC is kept updated on communities interested in the CTF program (including Board Governance workshops).	<ul style="list-style-type: none"> • Attended CTF meetings • CTF draft report was reviewed in a timely manner • Ensured community awareness of CTF program 	March/April and ongoing	Community Partnerships team will ensure updates to Executive Team are provided as required.
Regional Representative will conduct community consultations and assist in the preparation of up to 3 CTF Expressions of Interest (EOI) annually.		Ongoing	Community Partnerships team will determine the number of CTF communities available for consideration in each region for each fiscal year, as well as the scope of each project.
Regional representative will assist community representative in developing a diverse and well represented invitee list and will ensure that all relevant and		Ongoing	Community Partnerships team will organize meeting date, location, invitation and attendee list in consultation with Regional and

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complete information is received by DBC.			community representatives.
Regional Representative will attend pre-workshop conference call(s), if required to update the assigned facilitator.		Ongoing	
Regional Representative will attend all CTF workshops and present regional content (and DBC's content in the absence of DBC's Community Partnerships staff).		Ongoing	Community Partnerships team will attend all CTF meetings where applicable.
Regional Representative will review and comment on all draft CTF workshop reports in the timeline promised at the workshop.		Ongoing	Community Partnerships team will work with facilitator to prepare and distribute all documents for review by Regional Representative.
Regional Representative will follow up with communities post-workshop and throughout the year to monitor progress and address questions.		Ongoing	
As a professional development opportunity, Regional Representative may take on an increasing role in CTF revisits and one-day program, if desired and agreed to by DBC and Region.		Ongoing	Consideration will be given by the Community Partnerships team to provide facilitation training and guidance, where appropriate.
Regional representative will review thank you note and return to DBC.		Ongoing	Community Partnerships team will prepare and email thank you note to

Northern British Columbia Tourism Association
FY 14-15 Statements of Work

			community including PDF copy of PowerPoint and Tourism Activity
Community Tourism Opportunities			
Regional representative will prepare a draft Project Tracking Sheet and confirm its contents with each community prior to submission for consideration.	<ul style="list-style-type: none"> • Quarterly RepRecon workbooks were submitted on time • Accurate community contact list provided at all times • Attended annual CTO meeting in Vancouver • Graphic standards were met on CTO outputs 	April	Community Partnerships team will review applications for completeness, consolidate, analyze, report and develop funding scenarios.
Regional representative will set up a Q0 draft RepRecon file from the latest master, using the current fiscal's Project Tracking document. Review the provincial CTO submissions and related materials, and attend a 1- 2 day review meeting with the DBC team in Vancouver. Make any necessary adjustments in consultation with affected communities. Confirm all notification-related contact information with DBC. Complete the previous fiscal's Project Tracking document by completing the key learning area.		April	Community Partnerships team will prepare meeting materials and circulate for advance review, presentation and coordination. Provide advice on current year RepRecon use. Manage comprehensive database of community information, including CTO details.
Regional representative will provide follow-up with communities once DBC's funding notification (and process instructions) has been issued, to ensure clear expectations. Collect the signed letters and return to DBC. Update the		April - May	Community Partnerships team will generate and distribute notification letters. Prepare comprehensive annual update of the Community Profiles database and supporting reference tables (eg. MRDT), plus

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FY 14-15 Statements of Work

Q0 (current year, no claims processed) RepRecon.			refresh of Outlook community contacts file.
Regional representative will prepare invoice to DBC for program advance funding.		June - July	Community Partnerships team will review invoices, confirm against budget/contract and process invoices.
Regional representative will submit Q1 RepRecon workbook. Submit an invoice to DBC for advanced program funding, enabling prompt reimbursement of community claims as these begin to arrive. Gather all evaluation materials (eg. detailed research documents) and submit by July 4.		July 4, 2014	Community Partnerships team will review, format and upload all digital materials and provide feedback to the community rep. Analyze Project Performance Report, consolidate and prepare report.
Regional representative will regularly provide follow-up with communities on CTO project progress to influence quality control and effectiveness, while ensuring the proposed community outputs will use and have used the correct graphic standards and that the projects are meeting budget forecasts, eligible expense activities guidelines, and completion timelines. Explain potential consequences for non-compliance.		Monthly	Community Partnerships team will respond to enquiries, communicate policies and procedures and suggest solutions.
Regional representative will prompt for appropriate reimbursement invoices from participating communities, together with suitable supporting		Quarterly	Community Partnerships team will periodically discuss any challenges or concerns with the community representative.

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FY 14-15 Statements of Work

documentation and after carefully validating the expenses shown, reimburse these claims on an ongoing, timely basis. Retain these source documents for subsequent audit.			
Regional representative will collect all project output samples (digital samples, evaluation materials (if available), etc.) from a community following project completion. It is understood that evaluation materials may take longer to generate and collect.		As community claims are processed and paid.	
Tourism Business Essentials Program			
Regional Representative will participate in Tourism Business Essentials workshops hosted in-region.	<ul style="list-style-type: none"> • Attended TBE workshops • Participated in TBE workshops, if applicable • Was familiar with all TBE guides 	Ongoing	Community Partnerships team will coordinate workshop logistics and consult with Region regarding dates and locations
As a professional development opportunity, Regional Representative may take on an increasing role in the TBE program, if desired and agreed to by DBC and region.		Ongoing	Consideration will be given by the Community Partnerships team to provide facilitation training and guidance, where appropriate.
Regional Representative will be familiar with content of each TBE guide, in order to be able to promote resources to applicable stakeholders.			

Northern British Columbia Tourism Association
FY 14-15 Statements of Work

REGIONAL TRAVEL MEDIA PROGRAM

Program Area Team Lead: Janice Greenwood-Fraser

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>Media Shows</p> <p>Regional Travel Media Representative will meet with DBC's travel media team to formulate a Provincial Travel Media Plan and attend travel media shows (i.e. GoMedia Canada/Canada Media Marketplace) outlined in the plan.</p>	<ul style="list-style-type: none"> • Attendance was effective at travel media shows • Evaluation of travel media show was completed and updated into Maximizer in a timely fashion • Recorded number of appointments • Provided follow up to media leads 	<p>Attend media shows as approved in the Provincial Travel Media Plan. Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Media Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel</p>	<p>Travel Media team will review media show evaluation and provide approval to the Region upon completion to the satisfaction of DBC.</p> <p>Payment for Quarterly Services invoice for Travel Media will be processed upon approval of the Quarterly Reconciliation Report.</p>

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		Media Program Fees for their quarterly services.	
Media Events			
Regional Travel Media Representative will meet with DBC's Travel media team to formulate a Provincial Travel Media Plan and attend select media events in key markets as outlined in this plan.	<ul style="list-style-type: none"> • Met with appropriate media/journalists • Provided relevant and appropriate story ideas/press kit materials • Media visit strategy included in-person meetings, phone calls, and e-mail contact to ensure an appropriate level of frequency and relationship building • Maximizer updated in a timely fashion 	Attend media events as approved in the Provincial Travel Media Plan. Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Media Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel Media Program Fees for their quarterly services.	<p>Travel Media team will review resulting Maximizer entries and provide approval to the Region upon completion to the satisfaction of DBC.</p> <p>Process payment of Quarterly Services invoice for Travel Media upon approval of the Quarterly Reconciliation Report.</p>
Press Trips (North America/Overseas)			
Regional Travel Media Representative will organize/develop/respond to a reasonable number of proactive/reactive press trips	<ul style="list-style-type: none"> • Priority was given to development and execution of press trips 	Ongoing.	Travel Media team will process monthly invoice of press trips including completed Project Brief and copies of receipts.

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	<ul style="list-style-type: none"> • Project Brief completed accurately and submitted for approval prior to press trip • Press Trip Itinerary completed and confirmed; copies provided to suppliers, journalist(s) and updated in Maximizer • Appropriate product offered in press trips itinerary • Ensured suppliers were aware of expectations, knew who the client was, and were able to deliver the service necessary to showcase the region appropriately • Maximizer was updated in a timely fashion with trip details and article results 		
Story Ideas/Media Project Support			
Regional Travel Media Representative will provide ongoing story ideas to DBC and travel media for content for story starters and support other media projects as required (i.e., inquiries from overseas offices; passport project, etc.).	<ul style="list-style-type: none"> • Had an understanding of product in region and suitability for media interests • Was aware of new product being offered in 	Ongoing.	Travel Media team will request content for new story ideas/projects monthly and consolidate and disseminate to key media contacts as well as post on online media site.

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	<p>region</p> <ul style="list-style-type: none"> • Provided appropriate and timely dissemination of new story ideas 		
Media Education to Stakeholders			
<p>Regional Travel Media Representative will provide education to communities and stakeholders on the value of travel media activities. Encourage story idea development.</p>	<ul style="list-style-type: none"> • Was fully knowledgeable on media requirements/criteria • Identified need for product development and proactively assisted stakeholders to increase story features/coverage • Increased media visits, and supplier support (in-kind services) for media visits in region • Facilitated and/or delivered training workshops for stakeholders in collaboration with DBC 	Ongoing.	Travel Media team will be available for training or participation in workshops.
Maximizer			
<p>Regional Travel Media Representative will update Maximizer database.</p>	<ul style="list-style-type: none"> • Entries were correctly and accurately input • Entries contained useful information • Followed guidelines for inputting 	Ongoing.	Travel Media team will manage the overall database for efficiency and develop internal guidelines for data entry.

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	<ul style="list-style-type: none"> • Updated in a timely fashion 		
Fulfillment			
Regional Travel Media Representative will respond to travel media or DBC's requests for information or support.	<ul style="list-style-type: none"> • Provided appropriate and timely response to requests • Proactively provided appropriate products to travel media and the provincial travel media team 	Ongoing.	Travel Media team and overseas offices will forward requests to regions and rely on their knowledge and expertise of their stakeholders and products.

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REGIONAL TRAVEL TRADE PROGRAM

Program Area Team Lead: Maria Greene

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>Trade Shows</p> <p>Regional Travel Trade Representative will meet with DBC’s Travel Trade team to formulate a Provincial Travel Trade Plan and attend travel trade shows as outlined in this plan.</p>	<ul style="list-style-type: none"> • Attended travel trade shows and met with key clients to discuss opportunities within their region for increasing visitor volume and revenue • Recorded number of appointments • Provided follow up to tour operator leads • Prepared leads for distribution to DBC offices (Vancouver and overseas) as necessary to assist with follow-up 	<p>Attend trade shows as approved in the Provincial Travel Trade Plan.</p> <p>Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Trade Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel</p>	<p>Travel Trade team will provide the evaluation template, and review trade show evaluations and activities from the previous year and collaborate with the Region to determine and approve the plan for trade show attendance.</p>

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		Trade Program Fees for their quarterly services. Quarterly Payment for Quarterly Services Invoice for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.	
Sales Calls – RTOs			
<p>Regional Travel Trade Representative will meet with DBC’s Travel Trade team to formulate a Provincial Travel Trade Plan and conduct a reasonable number of sales calls to receptive tour operators as outlined in this plan, including enumerating key RTOs and expected frequency of contact.</p> <p>This is a key area of focus for the Regional Travel Trade Representatives whose knowledge base of the product in their region is an asset in developing additional itineraries and product available in-market.</p>	<ul style="list-style-type: none"> • Met with the pre-determined number of receptive tour operators as outlined in the Provincial Travel Trade Plan to introduce appropriate product not currently contracted by RTO • Provided itinerary ideas and regional fairs as needed, and documented each by completing the Project Brief. Sales calls strategy included in-person meetings, phone calls, and e-mail contact to ensure an appropriate level of frequency and relationship building • Connected interested suppliers and RTOs if 	<p>Conduct sales calls as approved in the Provincial Travel Trade Plan. Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Trade Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel Trade Program Fees for their</p>	<p>Travel Trade team will review sales call activities and evaluations from the previous year and collaborate with the Region to determine and approve the plan for sales calls.</p>

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	<p>there was a mutual interest in working together and a product match</p> <ul style="list-style-type: none"> • Tracked development and successes with RTOs and updated DBC offices as required 	<p>quarterly services.</p> <p>Quarterly Payment for Quarterly Services Invoice for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.</p>	
Familiarization Tours			
<p>Regional Travel Trade Representative will organize and develop a reasonable number of familiarization tours at the direction of DBC.</p>	<ul style="list-style-type: none"> • Priority was given to development and execution of fams • Project Brief completed as necessary (e.g. when Region brings a specific fam opportunity for a Canadian based receptive) • Appropriate product was offered in fam itinerary which was suitable for the market and can be purchased in the originating market • Maintained 80% or higher satisfaction score on fam evaluation forms • Ensured suppliers were aware of expectations, knew who the client was, and were able to deliver the service 	<p>Ongoing.</p>	<p>Travel Trade team will provide the completed Project Brief (PB), when initiated by specific DBC market teams, with clearly articulated requirements, and collaborate with Regional Travel Trade Representative to confirm deliverables.</p> <p>Process monthly invoice of fam tours including completed Project Brief and copies of receipts..</p>

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	<p>necessary to showcase the region appropriately</p> <ul style="list-style-type: none"> Escorted fams or conducted meet and greet as required at the direction of DBC 		
New Product Bulletin			
<p>Regional Travel Trade Representative will provide ongoing updates to DBC and travel trade of content for new product bulletin.</p>	<ul style="list-style-type: none"> Had full understanding of product in region and suitability for overseas markets, ensuring product promoted is export ready Was aware of new product being offered in region and conducted site visits if necessary to ensure suitability for international market Provided appropriate and timely dissemination of new export ready information to DBC's team as well as the travel trade. 	Ongoing.	<p>Travel Trade team will request content for new product bulletin and consolidate into DBC's New Product Bulletin.</p>
Education and Export Ready Development			
<p>Regional Travel Trade Representative will provide education to communities</p>	<ul style="list-style-type: none"> Was fully knowledgeable on 	Ongoing.	<p>Travel Trade team will be available for training or participation in</p>

Northern British Columbia Tourism Association
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<p>and stakeholders on the value of travel trade activities. Encourage export ready development.</p>	<p>export ready criteria</p> <ul style="list-style-type: none"> • Worked with travel trade and DBC's overseas offices on export ready product development requirements • Identified need for product development and proactively assisted stakeholders to deliver suitable product for the international market or increase product offerings in the market • Conducted the pre-determined number of site inspections in region as outlined in the Provincial Travel Trade Plan • Facilitated training workshops for stakeholders in collaboration with DBC • Assisted with the delivery and/or facilitated delivery of DBC's Tourism Business Essentials programs 		<p>workshops. Provide guidance on the requirements for export ready criteria by market on an ongoing basis.</p>

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Reporting and Tracking			
Regional Travel Trade Representative will document leads/sales information on key account meetings, trade show appointments, sales calls and training in order to track development of clients and planning of future support required.	<ul style="list-style-type: none"> • Leads and key account development tracked and available to Travel Trade team as required • Updated at least quarterly 	Ongoing.	
7) Fulfillment			
Regional Travel Trade Representative will respond to travel trade or DBC's requests for information or support.	<ul style="list-style-type: none"> • Provided appropriate and timely response to requests • Proactively provided appropriate products to travel trade and DBC's travel trade team 	Ongoing.	Travel Trade team and overseas offices will forward requests to regions and rely on their knowledge and expertise of their stakeholders and products.

Destination British Columbia

September 12, 2014

Forwarded by e-mail

Victoria Olmstead
Chair
Northern British Columbia Tourism Association
1274 5th Avenue
Prince George, British Columbia V2L 3L2

Dear Victoria,

This letter is to notify Northern British Columbia Tourism Association that Destination British Columbia will provide your association with a six month funding extension to your current Transfer Under Agreement. Please find attached a copy of the amended agreement.

Funding for the remainder of FY 14-15 includes \$294,900 for Operating Transfer, \$147,426 for the Tourism Partners Program and notional funding of \$50,000 for the Trade, Overseas and Media Program and \$50,000 for Familiarization Tours. Details are outlined in Schedule B-2A.

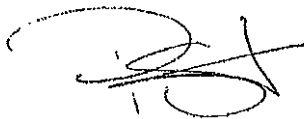
Attached is the new Statement of Work FY14-15A (SOW FY14-15A) which reflects the deliverables for this contract extension. Please note that the deliverables identified in SOW FY14-15 (April 1, 2014 – September 30, 2014) and SOW FY14-15A (October 1, 2014 – March 31, 2015) combine to reflect the full fiscal year.

At your earliest convenience, please print two copies, sign both of them and return them to our office for final signature – a file copy will be returned to you at that time.

We look forward to continuing our partnership with Northern British Columbia Tourism Association in building tourism revenue in the Northern British Columbia region.

Should you have any questions, please feel free to contact me directly.

Thank you.



Peter Harrison
Director, Partnership Marketing
Destination British Columbia

cc: Anthony Everett, Chief Executive Officer
Northern British Columbia Tourism Association

Destination British Columbia

MODIFICATION AGREEMENT #4

BETWEEN

DESTINATION BC CORP., doing business as DESTINATION BRITISH COLUMBIA

("Destination BC", "we", "us", or "our", as applicable)

AND

NORTHERN BRITISH COLUMBIA TOURISM ASSOCIATION, a society incorporated under the laws of the Province of British Columbia under Certificate of Incorporation No. 9533 and having its head office at 1274 5th Avenue Prince George BC V2L 3L2

(the "Contractor" "you" or "your" as applicable)

BACKGROUND

- A. The parties entered into an agreement identified as contact number C13NBC066 and dated May 8, 2012. (the "Agreement")
- B. The parties subsequently entered into Modification Agreement #1 dated June 22, 2012.
- C. The parties subsequently entered into Modification Agreement #2 dated March 11, 2013.
- D. The parties subsequently entered into Modification Agreement #3 dated February 14, 2014.
- E. The Parties have agreed to amend Modification Agreement #3 as subsequently modified on the terms and conditions set out herein.

AGREEMENT

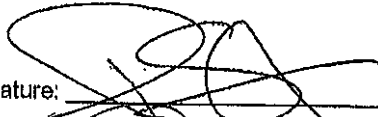
The parties agree as follows:

- (1) The revised Term of Modification Agreement #4 is April 1, 2012 to July 31, 2015.
- (2) Schedule A-1 in Modification Agreement #3 is amended by deleting "will end on September 30, 2014" and adding "will end on July 31, 2015. All activities and payments are to be completed by March 31, 2015 and reports completed by July 31, 2015."
- (3) Modification Agreement #3 is amended by adding the attached Schedule B-2A specific for the remainder of FY14-15.
- (4) The contract will be increased by \$542,326 for a revised total aggregate value of \$4,236,978.

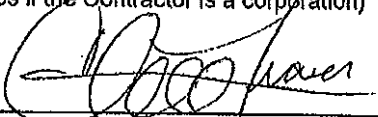
(5) In all other respects, Modification Agreement #3 is confirmed.

Regardless of the date of execution or delivery of this Modification Agreement #4, this Modification Agreement #4 is effective as of September 12, 2014.

SIGNED AND DELIVERED on the 29 day
of September on behalf of
Destination BC by its authorized signatory

Signature: 
Print name: PETER HARRISON

SIGNED AND DELIVERED on the 23 day
of SEPTEMBER, 2014 by or on
behalf of the Contractor (or by its authorized signatory
or signatories if the Contractor is a corporation)

Signature: 
Print name: CLINT FRASER

**NORTHERN BRITISH COLUMBIA TOURISM ASSOCIATION
TRANSFER UNDER AGREEMENT
SCHEDULE "B-2A"
FINANCIAL ASSISTANCE FY14-15**

PART 1 – PROGRAM FEES

**A) Regional Partnership Program
Operating Transfer**

1. Fees will be payable to the Region, in advance of the fulfillment of the obligations under the Regional Partnership Program Statement of Work, as follows:

a) Operating Transfer payment of \$294,900 before or on October 1, 2014;

Tourism Partners Program Fees

b) Regional Partnership Program payment, on or after October 1, 2014;

c) Regional Partnership Program payment, on or after January 1, 2015; and

d) the amount of payments under subparagraphs b) and c) of this paragraph will be invoiced by the Region on the basis of the Region's realistic estimate of the costs for related Services for the upcoming quarter of the fiscal year.

2. Notwithstanding paragraph 1 of this Schedule "B-2A" in no event will the:

a) Regional Partnership Program Operating Transfer fees payable to the Region in accordance with paragraph 1 of this Schedule "B-2A" exceed, in the aggregate, \$294,900; and

b) Regional Partnership Program fees payable to the Region in accordance with paragraph 1 of this Schedule "B-2A" exceed, in the aggregate, \$147,426.

B) Regional Travel Media Program Fees and Regional Travel Trade Program Fees

3. Fees will be payable to the Region, in advance of the fulfillment of all the obligations under the Regional Travel Media Program and the Regional Travel Trade Program Statements of Work, as follows:

a) Regional Travel Media and Travel Trade Program payments, on or after October 1, 2014;

b) Regional Travel Media and Travel Trade Program payments, on or after January 1, 2015;

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TRANSFER UNDER AGREEMENT
Schedule "B-2A"

- c) the amount of payments under subparagraphs a) and b) of this paragraph will be invoiced by the Region on the basis of the Region's realistic estimate of the costs for related Services for the upcoming quarter of the fiscal year.
- 4. Notwithstanding paragraph 3 of this Schedule "B-2A" in no event will the Regional Travel Media and Travel Trade Program fees payable to the Region in accordance with paragraph 3 of this Schedule "B-2A" exceed, in the aggregate, \$50,000.

C) Familiarization Tours

- 5. Familiarization Tour fees will be payable to the Region, in arrears, upon receipt and approval by DBC of invoices and copies of related receipts, not to exceed, in the aggregate, \$50,000.

PART 2 – REFUNDS

- 6.. In accordance with paragraph 3.05 of the Agreement, all such refunds or remissions obtained by the Region must be applied to the provision of the Services, set out in Schedule "A-1" or performance of any other obligation of the Region under this Agreement in respect of those Services.

Northern British Columbia Tourism Association
TRANSFER UNDER AGREEMENT
 Schedule "B-2A"

PART 3 - PAYMENT OF FINANCIAL ASSISTANCE

7. The total, maximum amount payable by DBC under this Agreement for fees and expenses during the Term in FY14-15 will not exceed CAD \$542,326 outlined as follows:

	Program			Maximum Amount
Operating Transfer		Oct. 1, 2014 (before or on)	Total	
	Regional Partnership	\$294,900	\$294,900	\$294,900
Program Fees		Oct. 1, 2014 (on or after)		
	Tourism Partners	\$147,426	\$147,426	\$147,426
Notional	Regional Travel Media Program and Regional Travel Trade	\$ 50,000	\$ 50,000	\$ 50,000
Notional	Familiarization Tour Funding	\$ 50,000	\$ 50,000	<u>\$ 50,000</u>
Total				\$542,326

Notional budgets are managed by Destination BC on a provincial level and are based on regional allocations and/or available program funds.

REGIONAL PARTNERSHIP PROGRAM

Program Area Team Lead: Wendy Magnes

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>General - Audited Financial Statements The Region must submit draft Audited Financial Statements, in form and content satisfactory to DBC as outlined in Appendix III, for the fiscal year of the Region that ends within the period contemplated by this Agreement.</p>	<ul style="list-style-type: none"> Completed and submitted on time Followed the template Region was fiscally responsible 	July 4, 2015	DBC will review and acknowledge and comment on the financial position of the Region if necessary.
<p>General - Compliance Audit Reports The Region must submit an opinion from the auditors of the Region that the Region is in compliance with the specific items included in the templates in Appendix III.</p>	<ul style="list-style-type: none"> Completed and submitted on time Followed the template Discrepancies were followed up with and corrected to the satisfaction of DBC 	July 4, 2015	DBC will review and comment if necessary.
<p>General – Development of Regional Destination Management Plan The Region will work with DBC to provide input on Destination Development, Remarkable Experiences and other programs.</p>	<ul style="list-style-type: none"> Contributed as required 	Ongoing	DBC will review and comment if necessary.
<p>General - Partner Relations The Region will conduct itself</p>	<ul style="list-style-type: none"> Maintained positive 	Ongoing	

Northern British Columbia Tourism Association
 FY 14-15A Statements of Work

<p>professionally and as a cooperative partner in delivering the specified programs for DBC.</p>	<p>working relationships with DBC's program staff and other industry partners</p> <ul style="list-style-type: none"> Any issues were remedied in a timely manner and with the objective of seeking a positive resolution Overall deliverables were achieved to a satisfactory level 		
<p>The Region will continue to strengthen direct working relationships among industry stakeholders, communities, DBC program staff, and other regions.</p> <p>The Region is responsive in a timely manner to program related requests in the form and content satisfactory to DBC.</p>	<ul style="list-style-type: none"> Maintained positive working relationships with DBC's program staff and other industry partners Any issues were remedied in a timely manner and with the objective of seeking a positive resolution Overall deliverables were achieved to a satisfactory level 	<p>Ongoing</p>	
<p>The Region will present itself to industry as a unified organization with DBC, when engaged in provincial or partnership program activities.</p>			
<p>Tourism Partners Program Project Implementation</p> <p>The Region will commence and complete marketing projects to the satisfaction of DBC during the Term in accordance and in compliance with the standards, requirements, terms and conditions</p>	<ul style="list-style-type: none"> Reports were submitted on time Accurate and detailed General Ledger listings Compliance with 	<p>The execution of projects will occur throughout the year, all must be completed by end of fiscal year. Within 30 days of the close of a</p>	<p>Regional Partnerships team will review the Quarterly Reconciliation Report including the General Ledger listings for the quarter and provide approval to the Region upon</p>

Northern British Columbia Tourism Association
 FY 14-15A Statements of Work

<p>described in the Program Policy and Guideline Manual and Graphic Standards Manual in Appendix I.</p>	<p>Program Policy and Guideline Manual and Graphic Standards Manual</p> <ul style="list-style-type: none"> • Projects were updated • Errors were corrected 	<p>quarter, the Region must prepare and submit a completed Tourism Partners Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Tourism Partner Program Fees for their quarterly services.</p>	<p>completion to the satisfaction of DBC. Payment for Quarterly Services Invoice for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.</p>
<p>Tourism Partners Program - Changes to Projects New projects and changes to existing projects in scope or budget exceeding 20% and \$20,000 of the gross budget require submission to DBC for approval.</p>	<ul style="list-style-type: none"> • Procedures were followed in a timely fashion. 	<p>Changes to projects may occur at any time throughout the fiscal year but notification must be submitted before the start of a new project.</p>	<p>Regional Partnerships team will provide written approval in the form of an approval code for inclusion on project sheet.</p>
<p>Tourism Partners Program - Project Performance Summary Region to submit a Project Performance Summary using template in Appendix III.</p>	<ul style="list-style-type: none"> • Submitted on time • Complete • Followed the template 	<p>June 4, 2015</p>	

Northern British Columbia Tourism Association
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	<ul style="list-style-type: none">• Key learnings were insightful and complete• Projects were relevant and well received by stakeholders or plans to adjust accordingly indicated• Number of projects remained the same or increased		
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COMMUNITY PARTNERSHIP PROGRAM

Program Area Team Lead: Peter Harrison

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>Regional Community Team Regional Representative will participate in monthly conference call for approximately 1 hour and review meeting minutes.</p> <p>Regional Representative will maintain regular communication with community contacts in-region to determine annual priorities and ongoing assistance/guidance. May include attending Community DMO AGMs, regional community sessions, etc. This includes all applicable travel expenses.</p> <p>Regional Representative will provide pertinent information on programs/updates to DBC for inclusion in industry communications.</p>	<ul style="list-style-type: none"> Participated in conference calls Face to face meetings and welcoming new community tourism reps completed Maintained database of community contacts 	<p>First Thursday of each month 10:30am to 11:30am PST</p> <p>Ongoing - 1 face to face meeting per year at minimum with each community accessing CTO and a face to face connection with each new community tourism representative within 60 days of their start date</p> <p>Ongoing</p>	<p>Community Partnerships team will coordinate conferences calls and distribute minutes.</p> <p>Community Partnerships team will attend meetings when required.</p> <p>Community Partnerships team will provide updates on programs to ensure that community DMOs and operators are aware of all program opportunities.</p> <p>Community Partnerships team will review the monthly reports.</p>
<p>Regional Representative will provide informal activity monthly update to DBC's Community Partnership team.</p> <p>Regional Representative will provide</p>		<p>Ongoing</p>	<p>Community Partnerships team will review the monthly reports.</p>
		<p>Ongoing</p>	<p>Community Partnerships team will</p>

Northern British Columbia Tourism Association
 FY 14-15A Statements of Work

<p>advice, feedback, review and implementation for DBC for special community projects on an "as and when needed" basis.</p>		<p>notify Regions as projects come forward.</p>
<p>Regional Representative will provide support of DBC and participate in MRDT framework development, as required.</p>	<p>Ongoing</p>	
<p>Regional Representative will assist DBC with logistics of community integrated planning forums and provide regional overview for stakeholders, as required.</p>	<p>Ongoing</p>	
<p>Region Representative will liaise with Community Partnership team regarding DBC program messaging that is included in regional presentations.</p>	<p>Ongoing</p>	<p>Community Partnerships will review regional presentation template.</p>
<p>Community Tourism Foundations Program (CTF)</p>		
<p>Regional Representative will ensure DBC is kept updated on communities interested in the CTF program (including Board Governance workshops).</p>	<p>Ongoing</p>	<p>Community Partnerships team will ensure updates to Executive Team are provided as required.</p>
<p>Regional Representative will conduct community consultations and assist in the preparation of CTF Expressions of Interest (EOI), where appropriate and discussed in advance with DBC.</p>	<p>Ongoing</p>	<p>Community Partnerships team will determine the number of CTF communities available for consideration in each region, as well as the scope of each project.</p>
<p>Regional representative will assist community representative in developing a diverse and well represented invitee list and will ensure that all relevant and complete information is received by DBC.</p>	<p>Ongoing</p>	<p>Community Partnerships team will organize meeting date, location, invitation and attendee list in consultation with Regional and community representatives.</p>

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Regional Representative will attend pre-workshop conference call(s), if required to update the assigned facilitator.	Ongoing	Community Partnerships team will attend all CTF meetings where applicable.
Regional Representative will attend all CTF workshops and present regional content (and DBC's content in the absence of DBC's Community Partnerships staff).	Ongoing	Community Partnerships team will work with facilitator to prepare and distribute all documents for review by Regional Representative.
Regional Representative will review and comment on all draft CTF workshop reports in the timeline promised at the workshop.	Ongoing	
Regional Representative will follow up with communities post-workshop and throughout the year to monitor progress and address questions.	Ongoing	
As a professional development opportunity, Regional Representative may take on an increasing role in CTF revisits and one-day program, if desired and agreed to by DBC and Region.	Ongoing	Consideration will be given by the Community Partnerships team to provide facilitation training and guidance, where appropriate.
Community Tourism Opportunities		
Regional representative will prepare invoice to DBC for program funding	October 2014-March 2015	Community Partnerships team will review invoices, confirm against budget/contract and process invoices.
Submit signed Quarter 3 Reconciliation Report (RepRecon) which includes	January 2015	Community Partnerships team will review invoices, confirm against

Northern British Columbia Tourism Association
 FY 14-15A Statements of Work

<p>updated Project Tracking Sheets, reconciliation page funding entries and General Ledger extracts. Review any projects that may not be implemented (or replaced) and provide adjusted spending forecast to DBC. Obtain written funding releases from communities that are certain they cannot spend a certain portion of their allocation.</p>		<p>budget/contract.</p>
<p>Regional representative will regularly provide follow-up with communities on CTO project progress to influence quality control and effectiveness, while ensuring the proposed community outputs will use and have used the correct graphic standards and that the projects are meeting budget forecasts, eligible expense activities guidelines, and completion timelines. Explain potential consequences for non-compliance. Ensure all projects will be completed and invoiced well before the end of March.</p>	<p>Monthly</p>	<p>Community Partnerships team will respond to enquiries, communicate policies and procedures and suggest solutions.</p>
<p>Regional representative will prompt for appropriate reimbursement invoices from participating communities, together with suitable supporting documentation and after carefully validating the expenses shown, reimburse these claims on an ongoing, timely basis. Retain these source documents for subsequent audit.</p>	<p>Quarterly</p>	<p>Community Partnerships team will periodically discuss any challenges or concerns with the community representative.</p>
<p>Complete all project claims, ensuring all required audit backup materials are</p>	<p>March 2015</p>	<p>Analyze Q4 RepRecon workbook and determine consistency of</p>

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<p>received. Submit a draft Q4 RepRecon to assist DBC in determining the approximate level of unused funds, if any.</p> <p>Regional representative will collect all project output samples (digital samples, evaluation materials (if available), etc.) from a community following project completion.</p> <p>It is understood that evaluation materials may take longer to generate and collect.</p> <p>Complete the fiscal year's Project Tracking document by completing the key learning area.</p>		<p>As community claims are processed and paid.</p> <p>June 4, 2015</p>	<p>practices and projections relative to original.</p>
<p>Tourism Business Essentials Program</p> <p>Regional Representative will participate in Tourism Business Essentials workshops hosted in-region.</p> <p>Regional Representative will be familiar with content of each TBE guide, in order to be able to promote resources to applicable stakeholders.</p>	<ul style="list-style-type: none"> • Attended TBE workshops • Participated in TBE workshops, if applicable • Was familiar with all TBE guides 	<p>Ongoing</p> <p>Ongoing</p>	<p>Community Partnerships team will coordinate workshop logistics and consult with Region regarding dates and locations</p>

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REGIONAL TRAVEL MEDIA PROGRAM

Program Area Team Lead: Janice Greenwood-Fraser

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>Media Events</p> <p>Regional Travel Media Representative will attend select media events in key markets as directed by DBC's Travel Media team.</p>	<ul style="list-style-type: none"> • Met with appropriate media/journalists • Provided relevant and appropriate story ideas/press kit materials • Media visit strategy included in-person meetings, phone calls, and e-mail contact to ensure an appropriate level of frequency and relationship building • Maximizer updated in a timely fashion 	<p>Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Media Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel Media Program Fees for their quarterly services.</p>	<p>Travel Media team will review resulting Maximizer entries and provide approval to the Region upon completion to the satisfaction of DBC.</p> <p>Process payment of Quarterly Services invoice for Travel Media upon approval of the Quarterly Reconciliation Report.</p>
<p>Press Trips (North)</p>			

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<p>America/Overseas) Regional Travel Media Representative will organize/develop/respond to a reasonable number of proactive/reactive press trips.</p>	<ul style="list-style-type: none"> • Priority was given to development and execution of press trips • Project Brief completed accurately and submitted for approval prior to press trip • Press Trip Itinerary completed and confirmed; copies provided to suppliers, journalist(s) and updated in Maximizer • Appropriate product offered in press trip itinerary • Ensured suppliers were aware of expectations, knew who the client was, and were able to deliver the service necessary to showcase the region appropriately • Maximizer was updated in a timely fashion with trip details and article results 	<p>Ongoing.</p>	<p>Travel Media team will process monthly invoice of press trips including completed Project Brief and copies of receipts.</p>
<p>Story Ideas/Media Project Support Regional Travel Media Representative will provide ongoing story ideas to DBC</p>	<ul style="list-style-type: none"> • Had an understanding of product in region and 	<p>Ongoing.</p>	<p>Travel Media team will request content for new story ideas/projects</p>

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<p>and travel media for content for story starters and support other media projects as required (i.e., inquiries from overseas offices; passport project, etc.).</p>	<ul style="list-style-type: none"> • suitability for media interests • Was aware of new product being offered in region • Provided appropriate and timely dissemination of new story ideas 		<p>monthly and consolidate and disseminate to key media contacts as well as post on online media site.</p>
<p>Media Education to Stakeholders Regional Travel Media Representative will provide education to communities and stakeholders on the value of travel media activities. Encourage story idea development.</p>	<ul style="list-style-type: none"> • Was fully knowledgeable on media requirements/criteria • Identified need for product development and proactively assisted stakeholders to increase story features/coverage • Increased media visits, and supplier support (in-kind services) for media visits in region • Facilitated and/or delivered training workshops for stakeholders in collaboration with DBC 	<p>Ongoing.</p>	<p>Travel Media team will be available for training or participation in workshops.</p>
<p>Maximizer Regional Travel Media Representative will update Maximizer database.</p>	<ul style="list-style-type: none"> • Entries were correctly and accurately input 	<p>Ongoing.</p>	<p>Travel Media team will manage the overall database for efficiency and</p>

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	<ul style="list-style-type: none"> • Entries contained useful information • Followed guidelines for inputting • Updated in a timely fashion 		develop internal guidelines for data entry.
<p>Fulfillment Regional Travel Media Representative will respond to travel media or DBC's requests for information or support.</p>	<ul style="list-style-type: none"> • Provided appropriate and timely response to requests • Proactively provided appropriate products to travel media and the provincial travel media team 	Ongoing.	Travel Media team and overseas offices will forward requests to region and rely on their knowledge and expertise of their stakeholders and products.

REGIONAL TRAVEL TRADE PROGRAM

Program Area Team Lead: Maria Greene

Deliverables, Timelines and Standards of Performance:

DELIVERABLES	PERFORMANCE METRICS	TIME SCHEDULE	DBC PROGRAM AREA ACTIVITIES AND REVIEW
<p>Trade Shows Regional Travel Trade Representative will attend travel trade shows as directed by DBC's Travel Trade team.</p>	<ul style="list-style-type: none"> • Attended travel trade shows and met with key clients to discuss opportunities within their region for increasing visitor volume and revenue • Recorded number of appointments • Provided follow up to tour operator leads • Prepared leads for distribution to DBC offices (Vancouver and overseas) as necessary to assist with follow-up 	<p>Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Trade Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel Trade Program Fees for their quarterly services.</p>	<p>Travel Trade team will provide the evaluation template at fiscal year end, and review trade show evaluations and activities from the previous year and collaborate with the Region to determine and approve the plan for trade show attendance.</p>

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	<p>Quarterly Payment for Quarterly Services Invoice for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.</p>		
<p>Sales Calls -- RTOs Regional Travel Trade Representative will conduct a reasonable number of sales calls to receptive tour operators. This is a key area of focus for the Regional Travel Trade Representatives whose knowledge base of the product in their region is an asset in developing additional itineraries and product available in-market.</p>	<ul style="list-style-type: none"> • Met with receptive tour operators to introduce appropriate product not currently contracted by RTO • Provided itinerary ideas and regional fairs as needed, and documented each by completing the Project Brief. Sales calls strategy included in-person meetings, phone calls, and e-mail contact to ensure an appropriate level of frequency and relationship building • Connected interested suppliers and RTOs if there was a mutual interest in working together and a product match • Tracked development and successes with RTOs and updated DBC offices 	<p>Conduct sales calls as approved by DBC. Within 30 days of the close of a quarter, the Region must prepare and submit a completed Regional Travel Trade Program Quarterly Reconciliation Report (RepRecon Workbook) to DBC for projects with expenses incurred during each of the applicable preceding 3 month periods, certified true and correct by a person acceptable to DBC, and which shows eligible costs incurred for that period. The Region should also submit at this time, an invoice for Regional Travel Trade Program Fees for their quarterly services.</p>	<p>Travel Trade team will review sales call activities and evaluations from the previous year and collaborate with the Region to determine and approve the plan for sales calls.</p>
	<p>Quarterly Payment for Quarterly Services Invoice</p>		

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	as required	for Tourism Partners will be processed upon approval of the Quarterly Reconciliation Report.	
<p>Familiarization Tours</p> <p>Regional Travel Trade Representative will organize and develop a reasonable number of familiarization tours at the direction of DBC.</p>	<ul style="list-style-type: none"> • Priority given to development and execution of fams • Project Brief completed as necessary (e.g. when Region brings a specific fam opportunity for a Canadian based receptive) • Appropriate product was offered in fam itinerary which was suitable for the market and can be purchased in the originating market • Maintained 80% or higher satisfaction score on fam evaluation forms • Ensured suppliers were aware of expectations, knew who the client was, and were able to deliver the service necessary to showcase the region appropriately • Escorted fams or conducted meet and 	Ongoing.	<p>Travel Trade team will provide the completed Project Brief (PB), when initiated by specific DBC market teams, with clearly articulated requirements, and collaborate with Regional Travel Trade Representative to confirm deliverables.</p> <p>Process monthly invoice of fam tours including completed Project Brief and copies of receipts.</p>

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	greet as required at the direction of DBC	
New Product Bulletin		
Regional Travel Trade Representative will provide ongoing updates to DBC and travel trade of content for new product bulletin and for DBC staff, as requested.	<ul style="list-style-type: none"> • Had full understanding of product in region and suitability for overseas markets, ensuring product promoted is export ready • Was aware of new product being offered in region and conducted site visits if necessary to ensure suitability for international market • Provided appropriate and timely dissemination of new export ready information to DBC's team as well as the travel trade. 	<p>Ongoing.</p> <p>Travel Trade team will request content for new product bulletin and consolidate into DBC's New Product Bulletin.</p>
Education and Export Ready Development		
Regional Travel Trade Representative will provide education to communities and stakeholders on the value of travel trade activities. Encourage export ready development.	<ul style="list-style-type: none"> • Was fully knowledgeable on export ready criteria • Worked with travel trade and DBC's overseas offices on export ready product 	<p>Ongoing.</p> <p>Travel Trade team will be available for training or participation in workshops. Provide guidance on the requirements for export ready criteria by market on an ongoing basis.</p>

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	<p>development requirements</p> <ul style="list-style-type: none"> Identified need for product development and proactively assisted stakeholders to deliver suitable product for the international market or increase product offerings in the market Conducted the pre-determined number of site inspections in region as outlined in the Provincial Travel Trade Plan Facilitated training workshops for stakeholders in collaboration with DBC Assisted with the delivery and/or facilitated delivery of DBC's Tourism Business Essentials programs 		
<p>Reporting and Tracking Regional Travel Trade Representative will document leads/sales information on key account meetings, trade show appointments, sales calls and training in order to track development of clients and</p>	<ul style="list-style-type: none"> Leads and key account development tracked and available to Travel Trade team as required Updated at least 	<p>Ongoing.</p>	

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<p>planning of future support required.</p>	<p>quarterly</p>		
<p>Fulfillment Regional Travel Trade Representative will respond to travel trade or DBC's requests for information or support.</p>	<ul style="list-style-type: none"> • Provided appropriate and timely response to requests • Proactively provided appropriate products to travel trade and DBC's travel trade team 	<p>Ongoing.</p>	<p>Travel Trade team and overseas offices will forward requests to regions and rely on their knowledge and expertise of their stakeholders and products.</p>