

CO-OPERATIVE MARKETING  
PARTNERSHIPS PROGRAM

# PROGRAM GUIDELINES & APPLICATION

FISCAL YEAR 2020/2021



DESTINATION  
BRITISH COLUMBIA®

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JULY 2019

FRONT COVER PHOTO: KALAMALKA LAKE, Photo: Andrew Strain

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# 1. INTRODUCTION

The Destination BC Open Pool Co-operative Marketing Partnerships Program (the Co-op Program) is an application-based program that provides co-operative, consumer-focused marketing and promotion support to Community Consortia, Sector Organizations, or approved Individual and Paired Communities in British Columbia.

The Co-op Program was developed in 2015 based on recommendations from a cross-section of stakeholders and Destination BC's Tourism Marketing Committee — an industry-based advisory committee with representatives from all regions across BC. Input for the program was also provided by participants from over 20 community consultation sessions across the province.

A review of the Co-op Program was conducted between September 2018 and June 2019 to ensure it continues to align with Destination BC's priorities and changes within our tourism ecosystem. The program review included consultation with current program participants, as well as Destination BC staff.

The results of the 2018/19 review concluded that the Co-op Program was working well and did not require substantial amendments. However, a summary of changes that were incorporated is listed below.

- Expansion of the program objectives to:
  - Focus on driving consumer demand and increasing tourism revenues by investing resources where and when capacity exists. This ensures we are collectively working to promote year-round visitation where possible.
  - Ensuring the Co-op Program evolves to support the Powerful Marketing Network and Destination BC corporate priorities such as industry digital readiness.





- Inclusion of the Destination BC performance measurement framework into program reporting. Sharing a common set of measures with meaningful and consistent data tells us if our collective efforts are making a difference and driving the results. These metrics are incorporated into the Key Performance Indicators (KPI's) found in [Appendix 5](#).
  - An increase in the eligible program administration fee from 15% to 20%, and removal of the \$25,000 cap. This is to reflect the resources required to manage the projects in this program.
  - A requirement for consultation with the Destination BC brand team for any content acquisition portion of the project costing \$30,000 or more. This will ensure that asset development using the Co-op Program funds supports our goal of building a content commonwealth and maximizes marketing opportunities.
  - An emphasis in the application evaluation on industry digital readiness and signal to industry that a minimum level of digital readiness will be required to access co-op marketing funding in the future. This will focus our collective efforts on capabilities that businesses and organizations need to compete to win in a competitive digital environment.
  - Removal of the requirement for each community in a Paired Community application to contribute \$7,500 equally towards the \$15,000 total.
- Communities applying for a paired application can determine their contribution to the project to meet the \$15,000 total. This will allow communities with varying budgets to partner and contribute to the program.
- While maintaining the primary focus of an application-based program, Destination BC will reserve the right to ensure regional distribution of funding. Destination BC may identify an opportunity to further support a small or rural community through funding, based on the business rationale and availability of funds.
  - The Post Project reporting deadline will be moved from March 15 to April 15. All other timelines remain the same. This will allow for complete reporting of marketing activities up to March 31.
  - The creation of an Emergency Marketing Fund to provide additional funds, separate from the existing Co-op Program budget, and as a component of the Open Pool program in line with program criteria, in the event of a natural disaster where additional marketing efforts are required to conduct recovery marketing. This is to provide additional support directly to applicants in difficult circumstances due to natural disasters. Conditions to access funds will apply.
  - A list of definitions can be found in [Appendix 1](#).





TROUNCE ALLEY, VICTORIA  
Photo: Tanya Goehring

## 2. PROGRAM GOALS

### GOALS

- Drive consumer demand and increase tourism revenues by investing resources where and when capacity exists.
  - The Co-op Program supports the provincial strategy to sustainably grow the visitor economy through innovative marketing and to increase tourism revenues which provide social and economic benefits for residents of British Columbia.
- Leverage private and public funds to maximize marketing impact.
- Support the execution of the Powerful Marketing Network by creating deep collaboration to enhance our global competitiveness and supporting necessary capabilities such as shared data and content, and industry digital readiness.

The program was created to enable groups that share common interests and common marketing goals that align with provincial tourism priorities to leverage both private and public funds to achieve greater marketing impact in driving tourism revenue.

It continues to drive industry collaboration, align industry marketing efforts to provincial and regional strategies, and to connect industry to the provincial brand, building brand equity through all provincially-funded marketing initiatives.



BATTLE BLUFF, KAMLOOPS  
Photo: Andrew Strain

## 3. PROGRAM FUNDING MODEL

Destination BC has two funding pools:  
Open Pool and Reserved Pool.

The guidelines in this document are specific to the Open Pool of funds.

### 1. OPEN POOL

An Open Pool of funds available to all eligible applicant groups on a competitive basis as per the guidelines outlined in this document.

### 2. RESERVED POOL

A Reserved Pool of funds specifically earmarked for strategic marketing priorities that are fundamental to the provincial brand. This funding is available only to the specific recipients listed in [Appendix 2](#).





70 MILE HOUSE  
Photo: Michael Bednar

## 4. OPEN POOL PROGRAM REQUIREMENTS AND CRITERIA

The following program requirements and criteria should be adhered to. However, consideration will be made for special circumstances outside of the requirements and where a strong rationale for doing so is provided.

### 4.1 ELIGIBLE APPLICANTS

All eligible applicants must be in good standing with the Province of British Columbia. Eligible applicants fall in three categories:

#### COMMUNITY CONSORTIUMS

- Consortia (clusters) of three or more eligible Communities.
  - Consortia should be developed based on a strong unifying theme. Some Consortia or Communities may already be geographically defined by an existing Destination Marketing Organization (DMO).
- Community definition:
  - A geographic area with a Destination Marketing Organization (DMO), or where a DMO does not exist, a municipal or village council, or First Nations, or regional district. For further information, please see the [Program FAQs](#).

## INDIVIDUAL OR PAIRED COMMUNITIES

Individual or two paired communities and/or Community Destination Marketing Organizations where there is not the opportunity to form Community Consortia (three or more). **Pre-approval is required to apply as an Individual or Paired community.** Destination BC will not evaluate, or provide funds, to Individual or Paired Community applications that have not received pre-approval. Please contact program staff to determine if your communities are eligible.

## TOURISM PRODUCT/ EXPERIENCE SECTORS (SECTORS)

- Province-wide sector associations, societies, or consortia with representation of province-wide (where it exists) experiential, market-ready tourism product.
  - A list of current sectors can be found in [Appendix 4](#).
- Sector marketing campaign activities should encourage participation from all sector-related stakeholders, not just members of the sector organization.

## 4.2 MANAGING DUPLICATION OF EFFORT

Destination BC's intent for the Co-op Program is to ensure there is no duplication of effort in projects that utilize Open Pool and Reserved Pool co-operative marketing funds. Applicants should contact Destination BC for direction for any perceived overlaps or redundancy.

The following definitions have been created to assist in clarifying the unique focus of organizations:

## COMMUNITY CONSORTIUMS

- Community Consortia should focus their co-operative marketing efforts on promoting their communities focusing on the unique selling proposition that links them together.
- Consortia that have a focus on a single product experience should contact the appropriate Sector association to ensure minimal overlaps and/or join forces with the Sector.

## SECTOR ORGANIZATIONS

- Sector organizations should focus their co-operative marketing efforts on promoting product/experience sectors with a primary sector message to a sector audience about the sector experience.
- There should be no overlap between provincial and sub-provincial campaigns.
  - If a provincial sector and a sub-provincial sector organization want to focus a campaign on their particular area, then the sub-provincial campaign should be included as a subset of the provincial campaign.
  - If no provincial sector organization exists, then sub-sector stakeholders should work through a Community Consortium or RDMO on co-operative marketing campaigns.

For a list of sector associations working with Destination BC, please see [Appendix 4](#).



## REGIONAL ORGANIZATIONS

- Regional DMOs, under the Reserved Pool, should focus their co-operative marketing efforts on promoting Touring & Exploring programs, with the product focus on journeys that encompass several destinations and activities over multiple days throughout a large geographical area.

Destination BC will not approve projects that overlap or are considered redundant. Overlapping campaigns, (e.g. Community Consortium campaign that promotes a specific Sector, or vice versa), should coordinate activities and have representation from each other as partners or join forces as applicants. See [Appendix 3](#) for a list of organizations that should be contacted.

## OTHER DESTINATION BC PROGRAMS

Activities approved under the Open Pool will not be eligible for financial support through other Destination BC programs. Examples of other programs include the Travel Media Relations' Visiting Journalist Program and various projects led by our Global Brand and Content, Visitor Services and Research, Planning and Evaluation teams.

## 4.3 ELIGIBLE ACTIVITIES AND COSTS

Program funding is intended to support new or expanded research-based consumer marketing activities in primarily short-haul markets (BC, Alberta, and Washington). Co-op funding is available to facilitate a broad range of integrated, consumer-focused marketing activities/campaigns that work to increase tourism revenues in British Columbia and strengthen and build the Super, Natural British Columbia® brand, essential to our collective success.

For clarification on items not listed below, please contact program staff.

## ELIGIBLE ACTIVITIES

### BRAND-ALIGNED PHOTOGRAPHY AND VIDEO CREATION

- Eligible expenses: photography and b-roll videography shoots to create new photos and/or footage for use in future marketing activities. Destination BC will pay up to 50% of eligible travel-related and accommodation expenses for one representative to escort photographers and videographers if needed. Destination BC reserves the right to deny travel-related and accommodation costs deemed excessive or unwarranted.
- Destination BC will be providing access to pre-qualified short-lists of photographers, videographers, writers, and other content creators for use by co-op participants and other industry partners for 2020–21 marketing activities. These lists will be available for industry use in Fall 2019.
- Destination BC strongly encourages participants to include third-party usage rights in your agreements with content creators; this allows your photography and videography to be added to the BC Content Hub and amplified by other partners, including Destination BC and global travel media and travel trade. At minimum, Destination BC requests that participants ensure any models or other individuals included in the photography or video have signed a Destination BC [release form](#), which allows Destination BC to share your content on social media and other channels.
- Investments in this tactic with a total cost (Destination BC and applicant contributions) of \$30,000 or more will require a mandatory planning discussion with Destination BC staff. The planning session may be scheduled after the Funding Notification letter has been issued in January 2020. Destination BC will withhold its contribution to the costs of acquiring content should this consultation not take place.

### CONTENT MARKETING ACTIVITIES

- Eligible expenses: creation of new content for a specific marketing purpose, including blog posts, content partnerships, marketing videos, and design and development of a consortium landing page or consortium campaign microsite.

- Destination BC will be providing access to pre-qualified short-lists of photographers, videographers, writers, and other content creators for use by co-op participants and other industry partners for 2020–21 marketing activities. These lists will be available for industry use in Fall 2019.
- Destination BC strongly encourages participants to include third-party usage rights in your agreements with content creators; this allows your photography and videography to be added to the BC Content Hub and amplified by other partners, including Destination BC and global travel media and travel trade. At minimum, Destination BC requests that participants ensure any models or other individuals included in the photography or video have signed a Destination BC [release form](#), which allows Destination BC to share your content on social media and other channels. For more information about how to make your content shareable with Destination BC see [this checklist](#).
- Landing pages and campaign microsites that serve as a call-to-action for marketing activities should prioritize mobile-first, or at minimum, meet standards of mobile-friendliness to ensure a positive user-experience. See [Appendix 6 Resources](#) for more information.

## SOCIAL MEDIA

- Eligible expenses: Social media program execution, including community management, social outreach or listening, UGC Partnership Network (see below), influencer trips, and analytics. Note: if you are considering influencers as a tactic, please note that any influencer trips approved under the Co-op program are not eligible for additional financial support from other Destination BC programs.
- The UGC Partnership Network is a shared social media content curation program built on the CrowdRiff platform. Please contact program staff regarding participation in the program using co-op funds.
- Destination BC will pay up to 50% of eligible travel-related and accommodation expenses for one representative to escort influencers if needed. Destination BC reserves the right to deny travel-related and accommodation costs deemed excessive or unwarranted.

## PAID ADVERTISING

- Eligible expenses: delivery of promotional marketing messages including print, radio, television, out-of-home, paper direct mail (including postage, list rental), and digital advertising (email marketing, search engine marketing, paid social media, display, including image and video, and native advertising).



### PRINT/ONLINE COLLATERAL

- Eligible expenses: brochures, rack cards, flat sheets, guides, maps, etc.

### CONSUMER SHOWS

- Eligible expenses: booth registration fees, basic booth accessories (power, table, chair, carpet), and show materials (pop-up banner, collateral, etc.).
- Destination BC will pay up to 50% of eligible travel-related and accommodation expenses for up to two representatives to staff booths at consumer shows, provided it is aligned to the project being funded. The following are considered travel-related and accommodation expenses:
  - Airfare (economy)
  - Hotel/motel accommodation
  - Meal allowances\* and
  - Ground transportation (e.g. vehicle rental, taxis, mileage\*).

\*Program staff can provide a current Government of British Columbia per-diem rate sheet detailing mileage rates and meal allowances.

- Destination BC reserves the right to deny travel-related and accommodation costs deemed excessive or unwarranted.
- Consortiums approved to attend consumer shows must coordinate attendance with any Regional DMO or Sector presence at the same show.

### TRAVEL MEDIA RELATIONS ACTIVITIES

- Pre-approval by Destination BC's Travel Media Relations team is required. If you are considering this tactic, please note that travel media relations activities approved under the Co-op program are not eligible for financial support under the Visiting Journalist Program.

### MARKET RESEARCH

- Eligible expenses: consumer-focused market research related to program execution and relevant measurements that will allow the consortium to make informed marketing decisions. Pre-approval by Destination BC's Research, Planning and Evaluation team is required.

### MARKETING TACTIC COORDINATION FEES

- If the applicant's current staff and infrastructure are not sufficient to execute program activities, Destination BC may permit the applicant's use of up to 20% of Destination BC co-op funds towards coordination of the approved marketing tactics, provided:
  - An external contractor or organization is hired; or
  - One of the three or more Partner organizations will implement the program on behalf of the entire Applicant group.
- Coordination Fees paid by Destination BC must be matched by the Consortium.

- Example: \$50,000 in funds from Destination BC are eligible for up to \$10,000 in Coordination Fees (<20%) with no less than \$40,000 (>80%) to be used for other eligible marketing activities. \$50,000 in funds from the Consortium are also eligible for up to a \$10,000 Coordination Fee with \$40,000 to be used for other eligible marketing activities. In summary, the total project of \$100,000 is eligible for up to \$20,000 in Coordination Fees, with \$80,000 for other eligible marketing activities.
- The Consortium may choose to allocate greater than 20% of their contribution of funds to marketing coordination.
- Coordination Fees must be transparent to partners and businesses.

## 4.4 INELIGIBLE ACTIVITIES AND COSTS

The following activities and costs are not eligible for reimbursement:

- General administrative costs such as salaries, office expenses, business cards, rent and other normal costs of business incurred by the proponent, or firms represented by the proponent
- Costs associated with developing and submitting applications
- Costs associated with developing strategic plans
- Travel trade activities
- Product development or industry development
- Stakeholder engagement or membership drives
- New brand development
- Non-consortium campaign website development
- Website hosting fees other than for “Call to Action” URLs
- Unauthorized travel costs
- Capital costs for equipment or software purchases
- Capital costs associated with marketing tactics (such as billboard or signage installation, vehicle leasing, brochure display racks)
- Rental or lease of equipment or facilities, except as it relates to the hosting of pre-approved project related events (such as media events)
- Contra or in-kind contributions, including but not limited to: accommodation, transportation, meeting space, admissions and passes, etc.
- Applications specific to bidding on and hosting sporting events and the Meeting, Conventions, and Incentive Travel (MCIT) sector
- Funds provided by other BC provincial government programs cannot be matched by Destination BC e.g., Rural Dividend Fund
- Funds contributed by partners or stakeholders outside British Columbia. These may be utilized but will not be matched by Destination BC.
  - Example: Consortium has \$50,000 from partners (including \$10,000 from a community or business based in Alberta or Washington). If the application is approved, Destination BC will only match funds from BC, i.e. \$40,000 will be matched.

Destination BC may consider exceptions if there are compelling reasons and depending on potential return on investment.

## 4.5 ELIGIBLE MARKETS

The focus of effort should be on short-haul markets (BC, Alberta, and Washington). If a proposed activity is non-duplicative, has strong marketing impact and a business case can be made, Destination BC will consider applications for other North America marketing initiatives on a case-by-case basis. Please provide your business rationale in the application. Overseas markets are ineligible.

## 4.6 REGULATIONS COMPLIANCE

Successful applicants will be required to obtain all necessary permissions related to land, water and air access including, but not limited to, Crown Land, Provincial Parks and Indigenous Territory for First Nations should any marketing promote these areas. In addition, successful applicants will also need to ensure their marketing message is in compliance with Provincial and Federal advertising regulations.



## 4.7 DESTINATION DEVELOPMENT

Destination development is the strategic planning and advancement of defined areas to support the evolution of desirable destinations for travellers, with a sole focus on the supply side of tourism, by providing compelling experiences, quality infrastructure, and remarkable services to entice repeat visitation. Across the province, many 10-year destination development strategies are being created which will inform six regionally specific strategies. In turn, these strategies will then inform the creation of a single set of provincial destination development priorities. Once completed, applicants may wish to refer to applicable planning area documents in the event there may be opportunities to support new product ideas or action items through marketing.

## 4.8 EMERGENCY MARKETING FUND

For the last several years, British Columbia has dealt with natural disasters including devastating wildfires. These events impacted visitation to some communities and the province's reputation. Should the need arise, Destination BC may make additional funds available directly to applicants via the Open Pool program. The same application criteria and procedures, eligible activities and reporting will be required. To access funds, certain conditions must be in place, including a provincial state of emergency. Destination BC will determine, based on the situation, if funds are available and the corresponding budget. Potential eligible applicants must contact program staff for more information.

## 4.9 BUILDING A POWERFUL MARKETING NETWORK

### Updated for 2020/21

Building a Powerful Marketing Network is one of three strategic imperatives outlined in the [Destination BC Corporate Strategy](#). Its purpose is to position BC's tourism industry to compete to win in a hyper-competitive digital environment.

The concept behind a Powerful Marketing Network in British Columbia is to create a future where deep collaboration amongst BC's tourism industry leads to enhancing British Columbia's global competitiveness. Deep collaboration means exploring and implementing new ways to work together that we are unlikely to be able to do on our own; ways that require the power of collective thinking, effort and investment. These include shared technology systems, process, protocols and marketing approaches, such as the Co-op Marketing Program.

Understanding of and alignment to the four strategic pillars of Destination BC's Global Marketing Strategy also strengthens our collective outcomes by coordinating individual efforts towards the same goals.

### The four strategic pillars of the Global Marketing Strategy are:

- Captivate: create emotional urgency to visit BC now
- Generate: generate leads for BC tourism businesses
- Advocate: amplify traveller advocacy about BC
- Cultivate: elevate and amplify powerful tourism marketing, building scale by working together

Destination BC strongly encourages Co-op Program applicants to review Destination BC's Global Marketing Strategy. To request a copy of the 2019 Global Marketing Strategy, email [Marketing.Plan@DestinationBC.ca](mailto:Marketing.Plan@DestinationBC.ca).

Information regarding how to request a copy of the 2020 Global Marketing Strategy will be announced via our [Corporate Newsletter](#).

### There are several ways Co-op applicants can help build and support the Powerful Marketing Network. Support for the Powerful Marketing Network includes:

- Industry Digital Readiness
- The common tagging framework
- Alignment in marketing performance measurement
- Brand alignment
- Adopting a Content Commonwealth approach that includes the UGC Partnership Network, the BC Content Hub, 3rd party usage rights, privacy releases, and consultation with Destination BC
- Paid Search (Search Engine Marketing) alignment; and
- Social Media

These are further outlined below. We strongly encourage you to consider the following areas of alignment when executing the eligible tactics within the Program.

### INDUSTRY DIGITAL READINESS

To continue to compete in a hyper-digital and highly mobile world, we all need to keep pace with consumer adoption of new technology and tools. And, we all need to deeply understand digital marketing channels and be highly conversant with data-driven approaches to reach our high potential travellers and convert them to visitation. We call this Digital Readiness.

To facilitate the digital readiness of BC's tourism industry, in future years, the Co-op Program will require a minimum level of digital readiness to access funds.

Destination BC continues to encourage all tourism organizations and businesses to prioritize their digital readiness, to increase their ability to attract and convert potential travellers. Being "digitally ready" starts with:

- Building a mobile-first website with strong search engine optimization (SEO)
- Claiming your Google My Business and TripAdvisor listings; and adding e-commerce capabilities on your website



We encourage you to complete the digital readiness assessment checklist and share this with your stakeholders. This digital self-audit will help you understand your current state of digital readiness. The assessment checklist and other resources on digital readiness can be found in the [Destination BC Learning Centre](#).

## THE COMMON TAGGING FRAMEWORK – WEBSITE TAGGING

Our ability to compete effectively in an environment of continuous digital disruption depends on our access to consumer data. We also need the ability to analyze the data for meaningful insights, and to act on this data, whether it be to identify new audiences, reconnect with those showing an interest in BC travel, or improving the consumer's travel experience with timely, relevant content.

Creating a unified digital marketing ecosystem — the Common Tagging Framework — by connecting the fragments of data and traveller insights found with tourism businesses across the province, helps create a singular, comprehensive view of the BC traveller. With this comprehensive, well-defined traveller in mind, Destination BC and its partners can produce more effective communications and joint marketing efforts, motivating more travellers to visit BC. We ask Co-op applicants to place tags (a small piece of code) on their campaign landing pages, microsites and websites to help grow our data pool. Please see [Appendix 6](#) Resources for more details.

## MARKETING PERFORMANCE MEASUREMENT

It is important to be rigorous in the measurement of our marketing activities to manage, optimize and improve the performance of each activity. Sharing a common set of measures, with meaningful and consistent data, tells us if our collective efforts are making a difference and driving the results we all want to achieve. Common measures are critical to measure performance against targets and benchmarks and compare activities across the Co-op program and across years. Metrics in Destination BC's Marketing Performance Measurement Framework for digital marketing have been incorporated into the program KPI's.

Standard KPIs, related benchmarks that will be collected from the Program and definitions can be found in [Appendix 5](#). Further information can be found in the [program FAQs](#). These KPIs will be collected for both interim and final reporting.

## BRAND ALIGNMENT

Brand alignment is very important to Destination BC. Our goal is that consumers are immediately able to recognize British Columbia. By aligning with the Super, Natural British Columbia® brand, you can add to the power of that recognition.

**We have developed three tiers of brand alignment, from highly aligned (Tier 1) to least aligned (Tier 3) to help us work with you better. Applications should clearly state at what tier their marketing aligns with the provincial brand and why.**

### TIERS

- Tier 1, highly aligned: brand-aligned messaging, the use of the logo tile, and the use of at least two other brand elements (colours, photography style, font).
- Tier 2, medium alignment: use of the logo tile, as well as one other brand element (please name the element).
- Tier 3, least aligned: logo tile use only.

Note: to use the logo tile or font, you must sign a license agreement each year.

### WHY

**Please consider the following in your application:**

- How has nature shaped your community, experiences, and people?
- In the [Brand Guidelines](#) we talk about the concept of Cultured/Raw, where nature and culture meet. How can this concept come to life in your consortium or sector?
- How will you incorporate the brand attributes into your content marketing?
- What local groups can be featured to bring out the concept of Wild at Heart?

## CONTENT COMMONWEALTH

By aligning our collective efforts in content marketing, we can reduce duplication and increase the reach of our content by sharing each others' content — ultimately driving a bigger ROI for our content marketing efforts. Destination BC aims to increase provincial content alignment through building shared tools, processes, and expertise in content marketing. We strongly encourage co-op participants to adopt a content commonwealth approach to content marketing, through the following tactics:

## UGC PARTNERSHIP NETWORK

Locals and visitors are having remarkable experiences in BC and are sharing those stories through social media to create powerful word-of-mouth marketing. Many of us in the BC tourism network spend time curating this content to amplify through our own online channels, often searching for similar content to share with the same potential travelers. This creates duplication of effort. The UGC Partnership Network creates the opportunity for you to share the content you curate from social media with others in the network, such as Destination BC and Destination Canada, for amplification on their own channels. Find out more at [DestinationBC.ca](https://DestinationBC.ca) or contact the Co-op Marketing team.



## BC CONTENT HUB

With the BC Content Hub, a new Digital Asset Management (DAM) System, Destination BC aims to create a platform where partners can store, manage, and share their photography, video, and other content assets creating a single pool of high-quality, brand-aligned content for use by all partners. We encourage co-op participants to submit content created as part of the program to the system, where it can be accessed and amplified by Destination BC and other partners like Destination Canada and global travel trade and travel media. Find out more at [DestinationBC.ca](https://DestinationBC.ca) or contact the Co-op Marketing team.

## THIRD-PARTY USAGE RIGHTS

In order for us to amplify each others' content, for greater ROI in our content creation efforts, we each need to ensure we are seeking third-party usage rights when engaging photographers, videographers, writers, or other content creators. Destination BC is available for consultation to support you in this; note that it is critical that this discussion take place prior to contracting with your content creators, as it is easier to acquire additional rights at the beginning of a project than after the content is created. We strongly encourage you to take advantage of our new lists of pre-qualified suppliers that include pre-negotiated rates for third-party usage (available Fall 2019).

If you are negotiating with content creators, please include the following language in your contract:

### **The parties agree that the supplier grants <Your Co-Op Group> and Destination BC Corp:**

- A non-exclusive, perpetual, irrevocable, royalty-free, assignable, worldwide license to use, reproduce, modify and distribute the content asset(s).
- The right to sublicense to third-parties the right to use, reproduce, modify and distribute the photograph(s) for the purpose of promoting travel to or within BC.

### **This will allow Destination BC to:**

- Add your content to the BC Content Hub for use by Destination BC and other partners, such as Destination Canada and global travel media and travel trade, for use in global marketing activities.

- Use your consortia's articles, video & photography on Destination BC's channels including websites, Facebook, Twitter, Instagram, Pinterest, YouTube, sponsored and/or promoted social media; posts, consumer websites, email marketing and other digital channels.
- Edit content for size and length where relevant.
- Translate content into other languages for use in Destination BC's global markets.

## PRIVACY RELEASES

We require that any models or other individuals pictured in your content (photo or video) sign Destination BC's consent and release form. As a public body, Destination BC is required to comply with the Freedom of Information and Protection of Privacy Act, which includes ensuring any individual pictured in the content we share has consented to that use. Without this step, we will be unable to share your content on our channels (including embedding/sharing from your YouTube channel or social media accounts). The [release form](#) is available on [DestinationBC.ca](https://DestinationBC.ca).

## CONSULTATION WITH DESTINATION BC

If you are considering content marketing tactics, it is important to involve the Destination BC Global Brand & Content team in your planning. This will ensure that asset development using Co-op funds supports our goal of building a content commonwealth and maximizes marketing opportunities. Co-op projects with a total content project cost of \$30,000 (photography, videography, written copy) or greater are required to consult with our Global Brand & Content team. Please note that if projects in this category do not hold a planning session with Destination BC, Destination BC will withhold its financial contribution to the cost of content acquisition. If the total cost of your content development is less than \$30,000, we still encourage you to reach out to our team to discuss alignment. Please contact [GlobalContent@DestinationBC.ca](mailto:GlobalContent@DestinationBC.ca) to arrange a consultation.

## IMPORTANT NOTE

Please note that in future program years, we may require all content development within the Co-op program to be developed in full alignment with Super, Natural British Columbia® and include rights for Destination BC and partners.

## PAID SEARCH (SEARCH ENGINE MARKETING)

**In order to achieve better alignment, avoid duplication and prevent higher costs with Paid Search, we ask you to share the following information with us when your campaigns are running.**

- What markets are you/will you be promoting your product/services in via paid search? (BC, AB, WA)
- What months will your paid search program be running in? (Is it “always on” or just during certain months of the year?)
- Do you have a list of the keywords and ad groups that you can provide us with so we can ensure there is no overlap?

## SOCIAL MEDIA

**There are several ways in which you can engage with us on Social Media:**

### FOLLOW

- Follow us on [Facebook](#), [Twitter](#), [Instagram](#), [Pinterest](#), and [YouTube](#). By following us, you are able to get an idea of the type of content we share.

### PARTICIPATE

- By following us, you’ll be able to see when we post about your sector or communities and it’s an opportunity for you to jump into the conversation and engage with our community.

### AMPLIFY

- When we post about your communities or sector, you can amplify what we’re sharing by sharing it on the channels you are active on.

### USE #EXPLOREBC

- By tagging your content with #exploreBC, you will tap into a very engaged community who are potential consumers and advocates and you will introduce your content to a wider audience. Destination BC’s social media team curates content from this hashtag.





TERRA NOSTRA GUEST RANCH  
Photo: Kari Medig

## 5. FUNDING

### 5.1 APPLICATION WINDOW

There will be one annual application window; the deadline to submit an application will be November 30 each year. All applications received by the deadline will be collectively reviewed and evaluated based on merit. In rare occasions, applications may be accepted outside of these dates, on a first-come, first-served basis, subject to availability of funds.

### 5.2 FUNDING OPTIONS

Applicants are eligible to apply annually for up to a 50% contribution from Destination BC. This is a cost-shared program; applicants must contribute 50% (or more) towards the total project budget, and approved projects will receive up to 50% in matching funding from Destination BC.

Applicants that wish to submit a Multi-Year application may do so. Destination BC will provide up to 50% of total project funds in Year 1, up to 40% of funds in Year 2 and up to 40% in Year 3, with the understanding that

individual tourism businesses should see incremental value in the projects in Year 2 and Year 3 and should increase their investment level in the project.

#### COMMUNITY CONSORTIUMS OR SECTORS

- Community Consortia or Sectors are eligible to apply for up to a 50% contribution from Destination BC. The application must be for a minimum of \$20,000, to a maximum of \$250,000 per year.

-Example: \$20,000 in funds from Destination BC plus \$20,000 in funds from the Consortium or Sector equates to a total project budget of \$40,000.

- Destination BC reserves the right to award funding that ensures regional distribution.
- To manage the funds available, Destination BC may award partial funding, limit the number of approved applications above \$100,000, and limit the number of multi-year applications.
- Partner Applicants (i.e. a Community within a Consortium) can be a part of more than one application, including Sector applications. However, no one Community or Sector can apply for more than \$250,000 in total requests from Destination BC, per year, between all applications in the Open Pool.
- There is no minimum investment required by each partner, and each does not need to contribute an equal amount; however, a reasonable investment from each partner representing true collaboration, should exist. See [FAQ](#) for details.
- For Multi-Year project applications, Destination BC will provide up to 50% of total project funds in Year 1, up to 40% of funds in Year 2 and up to 40% in Year 3, with the understanding that individual tourism businesses should see incremental value in the projects in Year 2 and Year 3 and should increase their investment level in the project.

## INDIVIDUAL COMMUNITY OR PAIRED COMMUNITIES

- Where there is not the opportunity to form a Community Consortium, an Individual Community may apply

for \$7,500 from Destination BC, which must be matched with \$7,500 from the Individual Community, for a project budget of \$15,000.

- For Paired Communities where there is not the opportunity to form Community Consortia, applicants may apply for \$15,000 from Destination BC, which must be matched with \$15,000 from the Paired Communities.
- Preapproval by Destination BC program staff is required to apply as an individual or paired community. If approval is given, Individual and Paired community applicants are not eligible to participate in a Community Consortium application for additional funding.
- Individual and Paired communities may participate in Sector programs.
- Individual and Paired communities are only eligible to submit one application for funding, and marketing activities must represent the broader community stakeholder base.
- For Multi-Year project applications, Destination BC will provide up to 50% of total project funds in Year 1, up to 40% of funds in Year 2 and up to 40% in Year 3, with the understanding that individual or paired communities should see incremental value in the projects in Year 2 and Year 3 and should increase their investment level in the project.

All applicants will receive a Funding Notification letter following the evaluation of their application, and if successful, a Shared Cost Agreement (contract) which outlines the obligations of each party.



## 5.3 FUNDING PAYMENT AND REQUIREMENTS

### COMMUNITY CONSORTIUMS AND SECTORS

- Funding will be provided based on the amount set out in the Funding Notification and upon fulfillment of contract requirements (i.e. 50% payment will be made upon signing of the contract, 35% payment will be made upon receipt of an Interim Report and results, and the remaining 15% will be paid upon completion of approved marketing tactics and submission and approval of a Post Project Report).
- If cash flow challenges are expected based on the timing of payment, please contact program staff to discuss options.
- Prior to the second payment, applicants must discuss progress with program staff and provide an Interim Report, with results to-date against the identified activities in their application. If an Applicant fails to provide an Interim Report, the second payment of 35% of the funds will not be released. Please note, applicants with content acquisition totalling \$30,000 or more must also demonstrate a consultation session with Destination BC's brand team has taken place. Destination BC will withhold its contribution to the costs of acquiring content should this consultation not take place.
- Within 30 days of project completion, and prior to the final payment, applicants should complete a Post Project Report, including final project results, in full and in a format provided by

Destination BC. If an Applicant fails to provide a Post Project Report, the final payment of 15% of the funds will not be released and will result in applications being rejected in subsequent years. Flexibility in this process may be acceptable in extraordinary situations.

- Destination BC will require the return of any unspent funds or funds spent on ineligible activities.
- Report templates will be shared in advance of anticipated deadlines or can be requested by emailing [coop@destinationbc.ca](mailto:coop@destinationbc.ca).

### INDIVIDUAL AND PAIRED COMMUNITIES

- Funding will be provided as one lump sum payment based on the terms set out in the Funding Notification, provided the Applicant has agreed to meet funding requirements.
- An Interim Report, providing detailed results to date, will be required midway through the project. Within 30 days of project completion, applicants must complete a Post Project Report, including final project results, and in a format provided by Destination BC. Failure to provide an appropriate report will result in applications being rejected in subsequent years.
- Destination BC will require the return of any unspent funds or funds spent on ineligible activities.
- Report templates will be shared in advance of anticipated deadlines or can be requested by emailing [coop@destinationbc.ca](mailto:coop@destinationbc.ca)

## 6. APPLICATION PROCEDURES

### 6.1 APPLICATION PROCESS

Applications must be received by 4:30 pm PST November 30. Incomplete or late applications will not be considered.

Applications will be evaluated by Destination BC staff against the requirements and criteria specified in this document. Regional DMOs will be involved in the review process for Community Consortium applications to provide input and regional insights.

Destination BC will have the ultimate decision on any application. Applicants may be contacted by program staff to consider changes to their application to better meet program requirements and criteria.

Destination BC reserves the right to select and approve project proposals which best meet the objectives and requirements of the program and demonstrate the greatest potential to meet program goals and objectives.

For Community Consortiums, one Legal Entity must sign on behalf of all Partner applicants and assume legal responsibility for the project. This Legal Entity must be a tourism association/organization, municipality, regional district, First Nation, Regional DMO or similar entity.

**Applications must be submitted by email to**  
[coop@destinationbc.ca](mailto:coop@destinationbc.ca).



## 6.2 APPLICATION ASSISTANCE

Applicants are encouraged to contact the Program staff as they develop their application to ensure that all requirements are being met.

Applicants are also encouraged to contact Destination BC to ensure tie-in to British Columbia's destination brand (Super, Natural British Columbia®) and alignment with Destination BC's marketing efforts.

Regional DMOs may assist Community Consortia in coming together and developing their plan, if desired by the Community Consortia, and at the discretion of those communities.

Destination BC staff are available to assist with the application process. Please contact [coop@destinationbc.ca](mailto:coop@destinationbc.ca) for assistance.

## 6.3 APPLICATION EVALUATION

Destination BC will provide up to 50% of total project funding. Campaigns must provide a measurable call to action. Applications will be evaluated based on the following four criteria categories and should be addressed in the appropriate section of the application.

### A. INCREASED TOURISM REVENUE IN BC (25%)

- Demonstration of a baseline and projected year over year growth in overnight visitor volume



- Demonstration of a baseline and projected year over year growth in overnight visitor expenditure
- Identification of need periods and opportunities to promote the destination or product year-round where capacity exists
- Dispersion of benefits across the province (tourism product/ experience sectors applicants)

#### B. BUILDING BRAND-ALIGNED CONTENT AND A CONTENT COMMONWEALTH APPROACH (25%)

- Allocate an appropriate budget for brand-aligned raw asset acquisition with the intention of attaining assets for the BC Content Hub (addition of assets to the Hub at Destination BC's discretion)
- Clearly identify brand-alignment tier and why
- Booked consultation meeting with Destination BC's Global Brand & Content team
- Adoption of a content commonwealth approach

#### C. STRENGTH OF THE MARKETING PLAN (40%)

- Research-based evidence of consumer desire (demand) for the offer
- Creates an emotional urgency to visit BC now (Captivate)
- Generates leads for BC tourism businesses (Generate)
- Encourages BC residents and travellers to share their BC stories with the world (Advocate)

- Participation in the Destination BC Website Tagging program
- Mobile-first website
- Alignment with and contribution to overall provincial and regional strategic priorities
- Amount of private sector participation and investment in plan
- Need periods are effectively supported by tactics
- Project objectives are supported by an appropriate mix of traditional and digital activities
- Provides booking capability or ability to refer leads to businesses
- Provide a measurable call to action;
- Demonstration of creativity and innovation
- Alignment to Destination BC's Global Marketing Strategy
- Demonstration of incremental returns or benefits as a result of the marketing plan (outside of the status quo)
- Demonstration of progression and/or continuous improvement if repeating a tactic

#### D. RESOURCES TO EXECUTE PROGRAM EFFECTIVELY (10%)

- Project management capability including accurate and punctual reporting
- Ability to work in collaboration and build relationships with industry and non-industry partners



## 6.4 FUNDING NOTIFICATIONS AND SHARED COST AGREEMENTS (CONTRACTS)

Applications will be reviewed in December and January. Destination BC will issue a Funding Notification letter once application evaluations have been completed. Typically, all Funding Notification letters will be issued by January 31.

The Funding Notification letter will be followed in March by a Shared Cost agreement (contract) which must be signed by the Legal Entity. The Shared Cost Agreement is a government contract and requires the Legal Entity to carry Commercial General Liability insurance, with Destination BC named as an Additional Insured. Please contact Program staff with questions.

## 6.5 PROGRAM EXECUTION CHANGES

Once approved, any changes to the application will need to be approved by Destination BC. Successful applicants must request any changes to marketing tactics in writing to Destination BC. All changes must be approved by Destination BC in order to be deemed an eligible expense. Marketing activities undertaken that have not been approved or are not identified in the contract are not eligible for funding.

## 6.6 FEEDBACK

Destination BC will provide constructive feedback to applicants to ensure that applications can best meet program criteria.

## 6.7 PROJECT REPORTING

An Interim Project report, with results, must be submitted prior to the second payment. Please include interim results of the KPIs outlined in [Appendix 6](#). You may choose to identify, and report on, additional metrics in your application for evaluation. All metrics should be reported on in both the interim and final reports.

A Post Project Report must be submitted prior to the final payment and within 30 days of the completion of the marketing project or, in the case of multi-year projects, annually — whichever is shorter. Recipients will report on the resulting impacts of the marketing project.

If an Applicant fails to provide an Interim Report, the second payment of 35% of the funds will not be released.

If an Applicant fails to provide a Post Project Report, the final payment of 15% of the funds will not be released and no future funding for any of the partners will be available. Recovery of the previous payments will be required.

The Post Project Report must also include a detailed list of suppliers and expenses that equal the total amount of funds approved for the marketing project in a format stipulated by Destination BC.

Marketing outputs must be submitted along with both the Interim Report and the Post Project Report. Electronic files are preferred (not just links to the digital location) and should showcase the completed tactic.

Random audits will be performed, in which selected applicants' marketing projects will be required to submit all invoices or to participate in a full audit of their Post Project Report, including performance measures and results. If an applicant fails an audit, no future funding for any of the partners may be available. Recovery of all Destination BC payments will be required.

## 6.8 OTHER PROGRAM REQUIREMENTS

Marketing activities must be completed and all funds must be spent during Destination BC's applicable fiscal year (April 1 to March 31) in order to be approved. Projects will be deemed incomplete without submission and approval of a final Post Project Report in a form acceptable to Destination BC.

Successful applicants will be encouraged to work with specific brand and creative guidelines to achieve alignment. For more information, please contact program staff for brand tools. Please refer to [www.destinationbc.ca/Resources/british-columbia-tourism-brand.aspx](http://www.destinationbc.ca/Resources/british-columbia-tourism-brand.aspx) (Our Brand) or contact program staff.

Destination BC has the right to modify these program guidelines at any time.

# APPENDICES

## APPENDIX 1: DEFINITIONS

### ALIGNMENT

- In this context, strategic alignment is the process and result of improving linkages between destination marketing organizations at all levels (e.g. structures, resources and strategies), and strengthening marketing critical mass to enable a higher performance by optimizing all contributions to the goal of increasing tourism revenues to BC.

### AUTHORIZED AUTHORITY

- The main contact at the Lead Organization who is authorized to contract with Destination BC.

### CALL TO ACTION

- Call to action (CTA) is an instruction to the audience designed to provoke an immediate response (e.g., “call now”, “find out more”, etc.).

### COMMUNITY

- Geographic areas with a DMO, or where a DMO does not exist, a municipal or village council, or First Nation, or regional district.
- Some communities may already be geographically defined by existing Destination Marketing Organizations.

### COMMUNITY CONSORTIUM

- Consortiums or clusters of 3 or more eligible organizations.
- Consortiums should be developed based on a strong unifying theme, e.g., experience, geographic route.

### BC CONTENT HUB

- Destination BC’s tool that houses all assets including photography, video and stories

### DISPLAY ADVERTISING (ONLINE)

- Conveys a commercial message visually using text, logos, animations, videos, photographs, or other graphics on a website or search engine and most often appears in the form of a banner at the top or sidebar of a web page. These ads are designed to attract traffic with a link to the advertiser’s website<sup>1</sup>.

### FOIPPA

- Freedom of Information and Protection of Privacy Act

### FUNDING PARTNERS

- Other organizations or businesses that buy-in or provide funds to the Consortium initiatives

### INDIVIDUAL COMMUNITY

- An individual community and/or Community Destination Marketing Organization where there is not the opportunity to form a Community Consortium.

### LEAD ORGANIZATION

- The one Legal Entity which will be assuming financial and reporting responsibility for the Application Funding Partners and will manage the execution of the Consortium initiatives.

<sup>1</sup>[www.kasatria.com/basics-of-online-marketing/what-is-display-advertising#.WaccqJiouBZ](http://www.kasatria.com/basics-of-online-marketing/what-is-display-advertising#.WaccqJiouBZ)



## MARKETING TACTIC COORDINATION FEES

- These fees are indented to help the applicants manage the project, e.g. liaise with service providers, complete interim and final reports for Destination BC; ensure that tactics are completed in accordance with Co-op Program guidelines.

## MERIT

- The quality of being particularly good or worthy, which in this case refers to a combination of attributes that amounts to providing value for the co-operative marketing program dollar investment.

## MULTI-YEAR APPLICATION

- An application that outlines the 3-year marketing plan identifying all objectives, tactics, partners, and financial commitment as per the program guidelines for all 3 years. If approved, a funding notification letter is issued outlining Destination BC's commitment over the 3-year period. A Shared Cost Agreement is issued for the first year, followed by an annual funding commitment notification and subsequent Shared Cost Agreement for each fiscal year. If a multi-year application is approved, applicants do not need to apply in the 2nd and 3rd year. Applicants can update eligible tactics and associated budget allocation throughout the three years.

## NATIVE ADVERTISING

- Paid content that is “in-feed” and inherently non-disruptive, following the natural form and function of the user experience in which it is placed. This includes promoted tweets on Twitter, suggested posts on Facebook, and editorial-based content recommendations. The most traditional form of native marketing is when sponsor-funded content is placed alongside editorial content<sup>2</sup>.

## PAIRED COMMUNITIES

- Two communities and/or Community Destination Marketing Organizations where there is not the opportunity to form Community Consortia.

## REACH

- A measure of potential audience size; the number of unique people who see your content.

## ROI

- Return on Investment, which in this case refers to positive benefits from a project or initiative as a result of the investment from the co-operative marketing program dollar investment. To calculate ROI, the benefit (revenue return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio. While not all projects may be able to calculate a true ROI, there is a desire to be able to demonstrate the project has delivered results and provided value greater than the investment level.

## SKI

- Winter experiences with a primary product experience of market-ready skiing, including Alpine (ski resorts), cat skiing, heli-skiing, and Nordic.

## TOURING & EXPLORING

- A journey that encompasses several destinations and activities over multiple days.
- Touring & Exploring experiences should focus on a wide range of attractions and activities with the general intent of exploring BC (i.e. no one specific motivator is driving the trip-planning).
- Touring campaigns should include multiple activities with different target audiences and different messaging.
- The journey may be within a specific area or it may transcend one or more areas.

<sup>2</sup>[www.outbrain.com/native-advertising/](http://www.outbrain.com/native-advertising/)

## APPENDIX 2: RESERVED POOL

Program Guidelines specific to the Reserved Pool are provided directly to the Eligible Recipients only. The following information is provided within these Open Pool Guidelines to assist with applications and alignment.

### TOURING & EXPLORING

- Eligible Recipient: Regional Destination Marketing Organizations (see [Appendix 3](#))
- Touring & Exploring definition:
  - A journey that encompasses several destinations and activities over multiple days.
  - Touring & Exploring experiences should focus on a wide range of attractions and activities with the general intent of exploring BC (i.e. no one specific motivator is driving the trip-planning)
  - Touring campaigns should include multiple activities with different target audiences and different messaging.
  - The journey may be within a specific area/region or it may transcend one or more area/regions.

### INDIGENOUS

- Eligible Recipient: Indigenous Tourism BC

### SKI

- Eligible Recipient: The Canada West Ski Areas Association
- Ski definition:
  - Winter experiences with a primary product experience of market-ready skiing, including Alpine (ski resorts), cat skiing, heli-skiing, and Nordic.

Strategic marketing priorities within the Reserved Pool may change or evolve over time.



## APPENDIX 3: RESERVED POOL FUNDING RECIPIENTS

### THE CANADA WEST SKI AREAS ASSOCIATION

**Christopher Nicholson**

PRESIDENT & CEO

T: 778 484 5535

F: 778 484 5536

[office@cwsaa.org](mailto:office@cwsaa.org)

[www.cwsaa.org](http://www.cwsaa.org)

### CARIBOO CHILCOTIN COAST

**Amy Thacker**

CEO

T: 250 392 2226

F: 250 392 2838

T-FREE: 1 800 663 5885

[info@landwithoutlimits.com](mailto:info@landwithoutlimits.com)

[www.landwithoutlimits.com](http://www.landwithoutlimits.com)

### INDIGENOUS TOURISM BC

**Paula Amos**

CHIEF MARKETING OFFICER

TEL: (604) 921 1070

FAX: (604) 921 1072

T-FREE FAX: 1 877 533 7773

[Info@IndigenousBC.com](mailto:Info@IndigenousBC.com)

[www.indigenousbc.com/corporate](http://www.indigenousbc.com/corporate)

### KOOTENAY ROCKIES

**Kathy Cooper**

CEO AND TRAVEL TRADE

T: 250 427 4838

F: 250 427 3344

T-FREE: 1 800 661 6603 (RECORDING)

[info@kootenayrockies.com](mailto:info@kootenayrockies.com)

[www.krtourism.ca](http://www.krtourism.ca)

### THOMPSON OKANAGAN

**Glenn Mandziuk**

CEO

T: 250 860 5999

F: 250 860 9993

T-FREE: 1 800 567 2275 (RECORDING)

[info@totabc.com](mailto:info@totabc.com)

[www.totabc.org](http://www.totabc.org)

### VANCOUVER ISLAND

**Anthony Everett**

PRESIDENT & CEO

T: 250 740 1211

F: 250 754 3599

[info@tourismvi.ca](mailto:info@tourismvi.ca)

[www.tourismvi.ca](http://www.tourismvi.ca)

### NORTHERN BC

**Clint Fraser**

CEO

T: 250 561 0432

F: 250 561 0450

T-FREE: 1 800 663 8843

[info@nbctourism.com](mailto:info@nbctourism.com)

[www.travelnbc.com](http://www.travelnbc.com)

## APPENDIX 4: PROVINCIAL SECTOR ORGANIZATIONS

### BACKCOUNTRY LODGES

BACKCOUNTRY LODGES ASSOCIATION  
OF BRITISH COLUMBIA

**Brad Harrison**  
EXECUTIVE DIRECTOR  
[colwest@shaw.ca](mailto:colwest@shaw.ca)

### BC ALE TRAIL

BC CRAFT BEWERS GUILD

**Ken Beattie**  
[Ken@bccraftbeer.com](mailto:Ken@bccraftbeer.com)

### CAMPING & RVING

CAMPING & RVING BC COALITION

**Joss Penny**  
CHAIR  
[jpenny@bclca.com](mailto:jpenny@bclca.com)

### FISHING (FRESHWATER)

BC FISHING RESORTS  
AND OUTFITTERS ASSOCIATION

**Matt Jennings**  
EXECUTIVE DIRECTOR  
[matt@bcfroa.ca](mailto:matt@bcfroa.ca)

### FISHING (SALTWATER)

SPORT FISHING INSTITUTE

**Owen Bird**  
EXECUTIVE DIRECTOR  
[birdo@sportfishing.bc.ca](mailto:birdo@sportfishing.bc.ca)

### GARDENS

GARDENS BC

**Geoff Ball**  
PRESIDENT  
[Geoff.Ball@viu.ca](mailto:Geoff.Ball@viu.ca)

### GOLF

BC GOLF MARKETING ALLIANCE

**Trisha Larsen**  
DIRECTOR OF MARKETING  
[marketing@golfinbritishcolumbia.com](mailto:marketing@golfinbritishcolumbia.com)

### GUEST RANCHES

BC Guest Ranchers' Association

[info@bcgustranches.com](mailto:info@bcgustranches.com)

### GUIDE OUTFITTERS

GUIDE OUTFITTERS  
ASSOCIATION OF BC

**Scott Ellis**  
EXECUTIVE DIRECTOR  
[info@goabc.org](mailto:info@goabc.org)

### MOUNTAIN BIKE

WESTERN CANADA MOUNTAIN BIKE  
TOURISM ASSOCIATION

**Martin Littlejohn**  
EXECUTIVE DIRECTOR  
[martin@mbta.ca](mailto:martin@mbta.ca)

### POWER AND SAIL CRUISING (OCEAN BOATING)

BC OCEAN BOATING TOURISM  
ASSOCIATION

**Michael McLaughlin**  
EXECUTIVE DIRECTOR  
[bcobta@ruralfutures.ca](mailto:bcobta@ruralfutures.ca)

### SCUBA DIVE

DIVE INDUSTRY ASSOCIATION OF BC

**Jan Breckman**  
DIRECTOR  
[info@diveindustrybc.com](mailto:info@diveindustrybc.com)

### SNOWMOBILE

BC SNOWMOBILE FEDERATION

**Donegal Wilson**  
EXECUTIVE DIRECTOR  
[office@bcsf.org](mailto:office@bcsf.org)

### WINE

BC WINE INSTITUTE

**Kim Barnes**  
MARKETING DIRECTOR  
[KBarnes@winebc.com](mailto:KBarnes@winebc.com)

## APPENDIX 5: METRICS

The KPIs and industry benchmarks provided below are a reference tool and are used as the basis for reporting in the program. These will provide you with indicators to maintain and evaluate the success of your marketing initiatives against industry benchmarks and to allow you to make any necessary adjustments during the project.

Each project should generate a baseline to understand how the project is progressing each year. This year-over-year tracking should be a communication tool among partners and help you work towards improving your initiatives and metric ratings each year.

Please note: Benchmarks provided are a guideline and can vary depending on several factors such as approach or strategy (i.e. for search, broad keywords tend to be more expensive and click-thru rates tends to be lower and vice versa). Where N/A appears, a benchmark is not provided as these will vary from business-to-business and may vary from campaign-to-campaign. Results are heavily dependent upon business goals and campaign objectives.

TACTIC	METRIC	PURPOSE	INDUSTRY BENCHMARK
PAID ADVERTISING			
Print (Newspaper / Magazine)	Reach (Number of people exposed to the print ad, radio ad, TV ad based on subscription or listener numbers)	To understand potential size of audience	n/a
Radio			
Television			
DIGITAL ADVERTISING			
Email Marketing	Total Delivered	To understand number of emails sent	n/a
	Unique Open Rate	Indicates interest (relevancy of the email content and frequency of emails received)	22.7% <sup>3</sup>
	Unique Click Rate		2.4% <sup>3</sup>
	Unsubscribe Rate		0.176% <sup>3</sup>
	Total Email Revenue (if tracking)	To understand the value of sales that can be attributed to the email	n/a

<sup>3</sup>IBM Marketing Cloud Benchmark Study 2016: Lodging, Travel Agencies & Services sector



TACTIC	METRIC	PURPOSE	INDUSTRY BENCHMARK
Paid Search / Search Engine Marketing	Pre-click metric: Impressions	An indicator of demand (the higher the impressions, the higher the demand)	n/a
	Pre-click metric: Click through rate (CTR)	Indicates interest in the ad (copy, subject matter etc); it can also be an indicator of relevancy of the search query to the ad	Search 2.18% <sup>4</sup>
	Pre-click metric: Cost per click (CPC)	Indicates media efficiency	Search \$1.55 <sup>4</sup>
	Post-click metric: Bounce Rate	Indicates relevancy of the search query to the landing page the user is being sent	n/a
	Post-click metric: Time on Site	Indicates content consumption (engagement)	n/a
	Post-click metric: Pages per visit	Indicates content consumption (engagement)	n/a
	Post-click metric: Cost per action	Indicates media efficiency	Search \$60.31 <sup>4</sup>
	Post-click metric: Conversion rate	Indicates the propensity of which a market, product, keyword, etc. converts	Search 2.57% <sup>4</sup>
Paid Social Media	Reach	Reach tells you how many people have potentially seen your content	n/a
	Click-thru rate (CTR)	Click-thru rates tell you the effectiveness of your content in terms of interest — if people click on your ad/content they are showing interest. More clicks should result in a higher click-thru rate.	0.9% <sup>5</sup>
	Cost per click (CPC)	Cost per click gauges the efficiency of your campaign. The lower the CPC, the more efficient your content/campaign is at driving interest. More clicks should result in a lower cost per click.	\$0.63 <sup>5</sup>
	Conversion Rate (CVR)	Conversion rate shows the propensity of which your audience is likely to convert (conversions/clicks).	2.82% <sup>5</sup>
	Cost per Action (CPA)	Cost per action is the efficiency of which your audience converts.	\$22.50 <sup>5</sup>
	Engagements	Engagement is the number of people who have interacted with your content (engagements include likes, reactions, shares, comments, or video views).	n/a
	Cost per Engagement (CPE)	CPE shows you how much it costs for every engagement (varies depending on the engagement you are measuring: video, likes, reactions, shares, comments).	n/a

<sup>4</sup>Search Engine Marketing & Display benchmarks sourced from Wordstream (Travel & Hospitality)

<sup>5</sup>[www.wordstream.com/blog/ws/2017/02/28/facebook-advertising-benchmarks](http://www.wordstream.com/blog/ws/2017/02/28/facebook-advertising-benchmarks)

TACTIC	METRIC	PURPOSE	INDUSTRY BENCHMARK
Display (image and video) and Native Advertising	Time on site	Indicates content consumption (engagement)	n/a
	Pre-click metric: Click through rate (CTR)	Indicates interest in the ad (copy, subject matter etc). It can also be an indicator of relevancy of the search query to the ad	Display 0.47% <sup>4</sup>
	Pre-click metric: Cost per click (CPC)	Indicates media efficiency	Display \$0.24 <sup>4</sup>
	Post-click metric: Cost per conversion	Indicates media efficiency	Display \$45.28 <sup>4</sup>
	Post-click metric: Conversion rate	Indicates the propensity of which a market, product, keyword, etc. converts	Display 0.53% <sup>4</sup>
	Cost per engagement	Depends on definition of “engagement”: video view completion, comment, or share	Display 0.53% <sup>4</sup>
Social Media	Total Followers	To understand size of audience	n/a
	Engagement Rate	Total engagement divided by reach	1%–5%, depending on advertising used <sup>4</sup>
	Reach (The number of unique people who see your content, including those who have liked your page, and those who have not.)	To understand potential size of audience	n/a
	#exploreBC hashtag amplification	To understand how stakeholders are encouraging the use of the provincial hash tag	n/a
	Total consumer use and reach of hashtag #<insert your hashtag here>	To understand consumer awareness and advocacy of your social media activities	n/a
Paid Advertising Measures (Destination BC Corporate Performance Management Framework)	Total impressions	To measure the number of times your content is viewed on your owned channels and through paid advertising	n/a
	Cost per thousand impressions (CPM)	The amount you pay per one thousand people who see your advertising and content	n/a
	Total referrals (direct and indirect) (paid and owned)	To understand the number of all referrals directly from your website or indirectly as a result of your advertising to businesses from your owned channels and paid advertising efforts	n/a
	Cost per referral (paid)	Measures the cost of your paid advertising to generate one referral	n/a

TACTIC	METRIC	PURPOSE	INDUSTRY BENCHMARK
PRINT/ONLINE COLLATERAL			
Brochures			
Rack Cards			
Flat Sheets	Number of pieces printed, number of pieces distributed, distribution locations	To understand depth of distribution/reach	n/a
Guides			
Maps			
CONSUMER-FOCUSED ASSET DEVELOPMENT			
Photography	Number of images	Indicates content consumption (engagement)	n/a
Video	Number of videos		n/a
	Cost Per Video View	This measures efficiency	n/a
	Video Completion Rate	What % of viewers who saw the video completed it	n/a
	Video viewed quartiles	Indicates how much of the video was viewed	n/a
	Cost per engagement	Depends on definition of “engagement”: video view completion, comment, or share	n/a
Consortium Microsite / Landing Page	Number of sessions	Tracks the number of visitors to your website	n/a
	Number of pageviews	Measures how many times a consumer views a page on your website, regardless of how many sessions are generated	n/a
	Number of referrals (conversions)	Indicates how many consumers came to the site and clicked a link to another site (e.g. community DMO, private business, etc.)	n/a
	Sources	Indicates where website traffic comes from (e.g. organic, social, etc.)	n/a
	Device	Determine what device visitors are using to visit and view the site (Desktop, Tablet, Smartphone)	n/a
	Geography	Determines where visitors are coming from, based on IP address	n/a



TACTIC	METRIC	PURPOSE	INDUSTRY BENCHMARK
CONSUMER-FOCUSED ASSET DEVELOPMENT			
Market Research	KPIs will be project specific pending discussions with Destination BC		
Consumer Shows	Total attendance at show	To understand size of audience	n/a
	Number of inquiries at booth	To understand size or number of interested consumers	n/a
	Number of leads generated to businesses	To understand how many consumers are moving along in the path(s) to purchase	n/a
	Number of database opt-ins	To continue to engage consumers in ongoing communication	n/a
Travel Media Relations	KPIs will be project specific pending discussions with Destination BC		

## APPENDIX 6: RESOURCES

### BRAND ALIGNMENT

Visit Destination BC's corporate website at [www.destinationbc.ca](http://www.destinationbc.ca) and check out the Brand Resources section for tools available to the industry. Once on the website:

- We encourage you to watch the webinar and read our brand document.
- Register for the [BC Content Hub](#) (our digital asset management system that has photos and footage for BC tourism industry stakeholders to use, at no cost).
- Book a time to talk to one of our Brand Supervisors so they can become engaged in your creative process. Reach the team by contacting [brand@destinationbc.ca](mailto:brand@destinationbc.ca) and copying the Co-op team at [coop@destinationbc.ca](mailto:coop@destinationbc.ca).

#### Some other resources available to you include:

Industry tools: photography brief and Explore Super, Natural British Columbia web tile ([www.destinationbc.ca/Resources/british-columbia-tourism-brand/Industry-Tools.aspx](http://www.destinationbc.ca/Resources/british-columbia-tourism-brand/Industry-Tools.aspx))

To allow time for our brand team to offer feedback, please consider engaging with us and your creative agency as early as possible. Once you have had a chance to look through these tools, please reach out to our team at [brand@destinationbc.ca](mailto:brand@destinationbc.ca) to discuss how we can support you in your tactics, especially asset development. By aligning our efforts, we can strengthen the look and feel of our brand.

## CONTENT MARKETING

BC's approach to Brand Journalism can be found [here](#).

Hundreds of pieces of content are created and curated across our tourism partner network every day. While Destination BC strives to share and amplify industry content, the volume of requests we receive is quite large. As a result, we've created a content checklist for you to improve the likelihood of your content being shared within our partner network. The content partner checklist can be found [here](#).

## SOCIAL MEDIA

**Destination BC's Consumer Social Channels are:**

- Twitter: [@HelloBC](#)
- Facebook: [@HelloBC](#)
- Instagram: [@HelloBC](#)
- YouTube: [www.youtube.com/user/TourismBC](http://www.youtube.com/user/TourismBC)
- Pinterest: [pinterest.com/HelloBC](http://pinterest.com/HelloBC)

**Other social media resources available to you include:**

- [How to Engage with Destination BC's Social Media Channels](#)

Please email [coop@destinationbc.ca](mailto:coop@destinationbc.ca) with any questions related to social media.

## MOBILE-FIRST WEBSITES

Increasingly, consumers are planning and booking travel using smartphones and other mobile devices instead of desktops. In fact, for many travel websites, up to 50% of website traffic is now coming from mobile devices. Because of this, your website including key landing pages that serve as a call-to-action for marketing activities should ideally be mobile-first or meet minimum standards of mobile-friendliness to ensure a positive user-experience. Considerations include:

- Performance: Page speed and size, image size, and other issues can slow down your website and result in higher bounce rate (people leaving your website quickly) and bad user experience. In some cases, users may not wait for your page to load if it exceeds 5 seconds.

- Usability: How a website renders on mobile devices and a great overall mobile experience can help visitors find what they're looking for instead of leaving (bouncing) off your website quickly. Factors include readability, horizontal scrolling, "pinching and pulling" and navigation menus that are difficult to use on mobile.
- Search Engine Optimization: SEO is important as it ensures that your website ranks better in search and it drives valuable organic traffic to your website. Search engines have added mobile responsiveness as a factor in the ranking algorithms which determine the search result order.

A [digital readiness checklist](#) is available in the Learning Centre.

## WEBSITE TAGGING

[www.destinationbc.ca/learning-centre/lets-play-tag-how-data-makes-us-more-efficient-marketers/](http://www.destinationbc.ca/learning-centre/lets-play-tag-how-data-makes-us-more-efficient-marketers/)

Destination BC uses website tagging via Google's Global Site Tags, an updated format of Google's Floodlight tag. [support.google.com/dcm/answer/7554821?hl=en](http://support.google.com/dcm/answer/7554821?hl=en)

- Global site tags work as a conversion tracking tag, recording in Google's measurement tools if a conversion action has taken place.
- Destination BC uses a visit to any tourism business website as a successful conversion, with global site tags used to confirm when a tourism business site visit takes place.
- This allows Destination BC to track campaign and marketing metrics beyond impressions and click-through rates. Tags allow marketers to better track campaign effectiveness and make smarter marketing decisions.
- These site visit conversions are part of Destination BC's Generate strategy — how many referrals (also known as leads) Destination BC is sending to a tourism industry partner website, whether through a Destination BC-led campaign or a sector-led campaign funded by Destination BC.
- Tags also collect anonymous consumer data that gives us a greater understanding of our potential travellers.

## LEARNING CENTRE

A free, online tool for BC's tourism industry with resources, tools, featured articles, guides, templates, and videos.

[www.destinationbc.ca/learning-centre](http://www.destinationbc.ca/learning-centre)

## HELLOBC.COM TRIPADVISOR LISTING

Destination BC has embarked on a new partnership with TripAdvisor which will provide significant advantages for visitors planning their trips on HelloBC.com. Because of this partnership, all business listings on HelloBC will now include information pulled from the related TripAdvisor listing. To ensure that the information accurately reflects a business' branding and offerings, it is necessary to "claim" the listing on TripAdvisor. Tourism businesses can visit [www.TripAdvisor.ca/](http://www.TripAdvisor.ca/) Owners and complete the required information to prove authenticity as the "owner" of this listing. Once the claim has been approved, visit [DestinationBC.net](http://DestinationBC.net) to enhance that listing with additional content including consumer website and booking URL, contact information, and social media accounts.

All business listings will continue to be available on [HelloBC.com](http://HelloBC.com) at no cost and will continue to benefit from exposure to the millions of travellers who visit HelloBC.com each year.

## TRAVEL MEDIA

Destination BC would like to work with you to maximize any Travel Media opportunities you wish to pursue. Please connect with us to help you assess the media value of potential hosting opportunities. If you are hosting a media event as part of tactics approved under the Destination BC Co-operative Partnerships Program, we would appreciate the opportunity to have a Destination BC representative in attendance. Please work with us to discuss the use of logo tiles on information related to your event.

Travel Media projects that were approved under the Program will not be eligible under the Destination BC's North America Visiting Journalist Program. If you have a separate media initiative, please contact us to discuss opportunities.

Please email [coop@destinationbc.ca](mailto:coop@destinationbc.ca) in regard to any media opportunities and events.

## RESEARCH ACTIVITIES

Please connect with Destination BC's Research, Planning and Evaluation (RPE) team on the design and implementation of research activity proposed and approved under the Program.

Research that has been conducted by Destination BC that is available for industry use can be found [here](#).

Please email [coop@destinationbc.ca](mailto:coop@destinationbc.ca) to forward reports and contact the RPE team.

## CORPORATE RESOURCES

For further information about our focus, investment, and activities in Global Marketing and Destination and Industry Development is available in our Corporate Plans. You can request a copy of the latest Global Marketing Plan by emailing [Marketing.Plan@DestinationBC.ca](mailto:Marketing.Plan@DestinationBC.ca). You can request a copy of Destination BC's Destination Management Strategy & Plan 2018/2019 to 2020/2021 by emailing [destination.plan@DestinationBC.ca](mailto:destination.plan@DestinationBC.ca).



## CONTACT INFORMATION

General Questions and  
Applications can be sent to:

[Coop@destinationbc.ca](mailto:Coop@destinationbc.ca)

Kim Hood

MANAGER, MARKETING CO-OP PROGRAMS

T: 604 953 6737

[Kim.Hood@DestinationBC.ca](mailto:Kim.Hood@DestinationBC.ca)



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