



COMMUNITY
TOURISM
FOUNDATIONS®

IMPLEMENTATION GUIDELINES

- VERSION 1.01 -

OCTOBER 11, 2007

Welcome!

These guidelines are being provided to you as your community has completed or is nearing completion of the Community Tourism Foundations® Development program, with marketing-readiness being the ultimate goal of this phase.

Tourism British Columbia recognizes the importance of the next phase of its support to your community in building its tourism revenue base - **Implementation**. These guidelines will provide a large measure of clarity around the program structure, policies and processes.

For additional information on the opportunities and requirements in this exciting phase of Community Tourism Foundations®, please feel free to contact Tourism BC at any time.

Call 250-356-5648 or email RegionalMarketing@TourismBC.com.

Tourism BC is looking forward to working with communities such as yours, in cooperation with each of the six regional DMO's throughout the province, helping to create successful and effective marketing activities.



COMMUNITY TOURISM FOUNDATIONS® IMPLEMENTATION GUIDELINES

August 9, 2007

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Community Tourism Foundations®

1. OVERVIEW

1.0 Program Overview

Community Tourism Foundations® programs support BC communities' tourism marketing efforts in different ways.

The **Community Tourism Foundations® Development Program** is designed for communities striving to create a level of marketing-readiness, while the **Community Tourism Foundations® Implementation Program** provides direct co-op marketing support for communities that have completed the **Development Program**, and are targeting a close-in audience usually within a 3-5 hour driving distance.

A separate but related program, the **Tourism Partners Program** gives communities and local operators the chance to reach a wider audience by allowing them to participate in sophisticated, Tourism BC-branded, cooperative marketing campaigns coordinated by their Regional Destination Marketing Organization (RDMO).

Below are detailed descriptions of each of the Community Tourism Foundations® programs:

1.1 Community Tourism Foundations® Development Program

The **Community Tourism Foundations® Development** program offers a range of tools, proven resources and customized destination development assistance. Because it takes a step-by-step approach, the program can accommodate the needs of communities at different stages of the tourism development process.

A number of factors are determined in the initial assessment phase of the Development Program: how well the community in question understands the value of tourism, its specific development needs, and how and where program resources can best be applied. In the planning phase, development activities might include developing long-term strategies by participating in tourism research projects, conducting SWOT analyses, or examining community tourism organizational structures. The implementation phase can include such things as assistance with partnership development and designing visitor service programs.

1.2 Community Tourism Foundations® Implementation Program

The **Community Tourism Foundations Implementation** Program is designed to assist communities that have developed a multi-year tourism plan under the auspices of the **Community Tourism Foundations Development** Program and want to implement their own marketing initiatives. To be eligible for the program, they must have funding they wish to direct toward cooperative marketing activities administered by Tourism BC and have completed the **Community Tourism Foundations® Development** Program first.

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The intent of the **Community Tourism Foundations® Implementation** program is to build overnight visitation to individual communities, or clusters of communities, that are market-ready and have long-term destination marketing plans supported by research. It is targeted especially towards communities that need initial financial support to achieve their potential in terms of active private sector participation.

Eligible community projects should be **incremental** to existing marketing activities. Simply applying Community Tourism Foundations® funds to an existing program to reduce partner investment levels would not typically be an acceptable program application.

Communities are expected to develop their Community Tourism Foundations® project plans independently but in general consultation with their RDMO. In some cases, the RDMO may provide advice on layout and content, and might identify complementary and competing activities that may affect the success of the community program. If the community chooses, it may hire the RDMO to implement the full project or a portion of it.

1.3 Marketing Project Application Policies

- Presentation of the Facilitator's Core Report to community stakeholders sets the start date of a **3 year** window for the community in which to APPLY for Community Tourism Foundations implementation funds.
- A potential **total** of up to \$50,000 may be available to a medium-sized community or cluster of communities over the three period. Tourism BC reserves the right to adjust this limit on a case-by-case basis, and is subject to availability of funds for this program generally.
- Funding support in any given fiscal year, in whole or in part, is not guaranteed, as there may be excess demand for community funds relative to the available budget. In FY08, there may be up to \$500,000 available for eligible communities to access.
- It is anticipated that most communities will apply for \$15-20,000 of this fund in their first year of marketing.
- Any Community Tourism Foundations implementation funds received previously by a community in FY06 or FY07 will be deducted from the total available. Similarly, should a community receive Community Tourism Foundations implementation funds as a member of a larger community cluster, that community would not be eligible to receive additional implementation funds on an independent basis.
- Funding requests should be based on realistic and conservative estimates of eligible costs. In order to best manage program uptake to the benefit of all participating communities, any unused funds from an annual allocation to a community will be deducted from its available funds over the balance of the program. For instance, if a community requests \$20,000 in Community Tourism Foundations implementation support in Year One, but only uses \$12,000, then the total **remaining** funding available to that community in the future will be reduced by \$8,000...in this case, to \$22,000, instead of \$30,000.
- Community Tourism Foundations cooperative funding covers a maximum of 50% of eligible expenses excluding GST for pre-approved project activities, provided on the basis of matching funds being supplied by the community and its stakeholders.
- The community must ensure that it has adequate resources in place to fully pay for all related expenses prior to claiming for reimbursement at completion of the project.
- If the Core Report includes a detailed Tactical Plan, the project application process (see below) can begin immediately. If it is not included, when the Tactical Plan has been developed, it must be signed off by the facilitator, and forwarded with the initial project application to the community.

1.4 Marketing Project Application Processes

- The initial project funding application (see pages 7-8) will normally be drafted by the facilitator, and must in every case be consistent with the official Tactical Plan and the recommendations of the core Community report generally. The facilitator will then email this spreadsheet file, together with the current program guidelines, to the community official responsible for administering the project. A copy will be sent to Tourism BC and the Regional DMO community coordinator.

The community may make minor adjustments to what the facilitator has prepared, presuming that the general spirit of the plan is followed, and the tactics involve eligible activities. In subsequent years the community will prepare the project sheet without the facilitator's involvement.

- When the community is committed to implementing the program, they will email the project form with a cover letter to Tourism BC at RegionalMarketing@TourismBC.com.

The updated Tactical Plan should be included, unless it is unchanged from what was presented in the Core Report. Note that the project expenses contemplated must occur during the fiscal year that they are applying for funding in, although the related outputs may be delivered early in the subsequent fiscal year.

- If the application is received by **December 31st**, it is guaranteed to be **considered** for funding in the current fiscal year. Note that the funding access is first-come, first-served, so getting applications in earlier in the year is strongly recommended.
- Applications received **January 1st – March 31st** may not be considered by Tourism BC in that fiscal year, although reasonable efforts will be made; most requests during this period will likely be deferred until the new fiscal year, beginning April 1st.
- If approved, Tourism BC will prepare a contribution agreement outlining its commitment and the community's obligations, and email this to the community for printing/signature and return to Tourism BC by mail or courier.
- When the signed agreement is received by Tourism BC the approved project sheet will be emailed to the community, with a unique project number assigned. Potentially, the process from the draft creation by the facilitator to the receipt by the community of their official approval could be as little as 48 hours!
- Tourism BC Graphic Standards for all eligible activities must be adhered to, and unless otherwise authorized, layouts must be approved by Tourism BC prior to implementation.
- The community will execute the project activities as outlined, recording the transactions on the project sheet. Upon completion, the form, together with copies of the related invoices, and a numbered invoice from the community, will be submitted to Tourism BC by mail.
- The community claim will be processed promptly and payment arranged (direct deposit or other electronic funds transfer is an available option in most cases that will speed the payment by a couple of days).
- Within 90 days of completion of the project, the community will forward digital samples of the program outputs and a brief performance evaluation summary. Tourism BC will provide extra guidance on this to the community as work progresses.

1.5.1 Blank template for initial preparation by Facilitator

APPLICATION PROCESSES

| Community Tourism Foundations® | | | | | |
|---|--------------------|-------------------------|----------------|-------------------------------|-------------------|
| Project Reporting | | | | | |
| FY08 | {insert Community} | Submission Date: | {insert} | | |
| Project #: | | {TBC will assign} | | Estimated Gross Expenses: \$0 | |
| Tourism BC Funding %: | | 50% | | Estimated Net Claim: \$0 | |
| Activity | Budget | Description | | | |
| {title} | 0 | {insert} | | | |
| | Evaluation: | {insert} | | | |
| {title} | 0 | {insert} | | | |
| | Evaluation: | {insert} | | | |
| {title} | 0 | {insert} | | | |
| | Evaluation: | {insert} | | | |
| Invoice amounts shown below must not include GST. Documentation of rate source for US exchange transactions must be provided. Invoices must be in the name of the organization, and be marked with the date paid and the cheque # issued. Copies of all invoices must be provided. Digital versions of all outputs, along with evaluation results, must be supplied within 90 days of project completion. Tourism BC's GST Registration/Exemption # is 107864738. | | | | | |
| d/m/y | Supplier | Invoice # | Invoice Amount | Description | Claim |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | <u>\$0</u> | | <u>CLAIM: \$0</u> |
| When all activities have been completed, please forward this form, together with all supporting materials, and a numbered invoice from your organization, to Tourism British Columbia at 300-1803 Douglas St., Victoria, B.C. V8W 9W5 If you have any questions, please contact us at RegionalMarketing@TourismBC.com | | | | | |
| Submitted By: | | | | | |
| Community Organization: | | {insert legal name} | | | |
| Mailing Address: | | {including postal code} | | | |
| Signing/spending Authority: | | {name & title} | | | |
| Phone / Fax / Email: | | {including area code} | | | |
| Development Facilitator: | | | | | |
| Name and Email: | | {insert here} | | | |

APPLICATION PROCESSES

1.5.2 SAMPLE – With a couple of invoice line items shown

| Community Tourism Foundations® | | | | | | |
|--|------------------------|---|-----------------------|----------------------------------|------------------|-----------------|
| Project Reporting | | | | | | |
| FY08 | NANAIMO | | | | Submission Date: | 01-Apr-07 |
| Project #: | | I-206 | | Estimated Gross Expenses: | | \$23,000 |
| Tourism BC Funding %: | | 50% | | Estimated Net Claim: | | \$11,500 |
| <u>Activity</u> | <u>Budget</u> | <u>Description</u> | | | | |
| GardenWise Magazine | 4,000 | Multi-page advertising section in the Spring issue - email or 1-800 # call for map with coupons. [Market: BC] | | | | |
| | Evaluation: | Web visits and phone enquiries, survey of properties participating to measure coupon volumes. | | | | |
| CKNW Radio | 7,000 | 30 second spots 6 times daily, Wed-Sat. - getaway packages, Call to action is unique URL - GONAN.com website. [Market: Greater Vancouver] | | | | |
| | Evaluation: | Web visits and click-through tracking to operators/offers. | | | | |
| Vancouver Boat Show | 12,000 | Booth space rental, travel expenses, shipping, special offer coupon affixed to cover of brochure. | | | | |
| | Evaluation: | Volume of documents distributed; coupon offer redemption (poll operators). | | | | |
| Invoice amounts shown below must not include GST. Documentation of rate source for US exchange transactions must be provided. Invoices must be in the name of the organization, and be marked with the date paid and the cheque # issued. Copies of all invoices must be provided. Digital versions of all outputs, along with evaluation results, must be supplied within 90 days of project completion. Tourism BC's GST Registration/Exemption # is 107864738 | | | | | | |
| <u>d/m/y</u> <u>Date</u> | <u>Supplier</u> | <u>Invoice #</u> | <u>Invoice Amount</u> | <u>Description</u> | <u>Claim</u> | |
| 15/07/2007 | Rogers & Barnes Desigr | 407B | 1,210.25 | Layout of ad | \$605 | |
| 21/07/2007 | Jones Photography | A1003 | 550.00 | Background image & usage rights | \$275 | |
| | | | \$1,760 | CLAIM: | \$880 | |
| When all activities have been completed, please forward this form, together with all supporting materials and a numbered invoice from your organization to Tourism British Columbia at 300-1803 Douglas St., Victoria, B.C. V8W 9W5 If you have any questions, please contact us at RegionalMarketing@TourismBC.com | | | | | | |
| Submitted By: | | | | | | |
| Community Organization: | | {insert legal name} | | | | |
| Mailing Address: | | {including postal code} | | | | |
| Signing/spending Authority: | | {name & title} | | | | |
| Phone / Fax / Email: | | {including area code} | | | | |
| Development Facilitator: | | | | | | |
| Name and Email: | | {insert here} | | | | |

Note that the invoice line item area above can be increased by 12 additional rows, with just one keystroke (after un-protecting the sheet temporarily). The printed document still fits comfortably on one page.

1.6.1 Relationship of Program Documents and Resources

| | Resource updating, cycle, channel | Function | Intended users | External Access |
|--|---|--|---|--|
| Core Development Report, Tactical Plan, Project Sheets | Report presented to Tourism BC by Facilitator with recommendations; Facilitator & community update Tactical Plan and submit with project sheet to TBC | Describes the current status of the community, long-term strategies, and may include multi-year tactics. Project sheet is source for specific current year implementation funding support. | Internal Community and Tourism BC Stakeholders; RDMO's are copied on Plan and project(s). | No distribution without approval from community involved. |
| Community Tourism Foundations Implementation Contribution Agreement | Modified by formal agreement between a Community and Tourism BC, usually at the start of a fiscal year; maximum renewable term - 3 years. | Governs the higher level obligations and commitments between Tourism BC and the Community. | Tourism BC, and each Community's financial and marketing managers | Confidential document – no distribution. |
| Program Guidelines Manual | Updated annually by Tourism BC, and PDF emailed to each Community | General program operating policies and procedures, particularly as they apply to eligibility, financial processes and reporting. | Tourism BC, Program Facilitators and all participating Community staff involved. | Proprietary document – no distribution without approval from Tourism BC |
| Graphic Standards Manual | Updated quarterly, PDF file available for download. | Actually more than graphics, covers the core implementation options available for specific types of marketing implementation activities in a variety of media, especially where these may involve use of Tourism BC's trademarks. | Community staff and their authorized designers | Proprietary document – no distribution without approval from Tourism BC |
| Online Regional Graphics Standards System | ORGS launched in 2007. Updated monthly, web accessible, includes regional marketing & community input. | Includes a wider range of samples than the printed manual, provides related source graphics for download, and has a multimedia gallery of recent best practice examples. May reflect items that are of a non-precedent setting nature – the printed Graphic Standards Manual is the definitive reference | Community staff and their authorized designers; there is also a public section of the ORGS gallery which anyone can access. | Password-protected to a limited range of Community users, except for the public gallery. |

1.6.2 Processing Cycle and Accountability Framework:

Note: Flowchart will be inserted in subsequent edition.

1.7 Guideline-related Documents

- Tourism BC reserves the right, at its discretion, to amend the program guidelines at any time.
- Compliance with these guidelines is a requirement for funding under the Community Tourism Foundations Implementation Program; non-compliance without pre-authorization from Tourism BC may result in funding being withheld.
- The ***Community Tourism Foundations Implementation Program Graphics Standards Manual***, which will include access to the Online Gallery of Best Practices of Community Tourism Foundations marketing outputs, forms an integral part of the program guidelines. **All eligible activities described herein are subject to the detailed policies contained in the Graphics Standards Manual.**
- The “Community Tourism Foundations Implementation *Contribution Agreement*” executed annually with each community approved for program marketing funds, sets specific dates and obligations for a number of the activities described herein, and is the most formal of the three documents governing the Community Tourism Foundations Implementation Program.

1.8 Community Eligibility Under the Society Act

- To participate in the Community Tourism Foundations Implementation program a Community Tourism organization, designated as the exclusive community **Destination Marketing Organization** by Tourism BC, must be an association registered and in good standing under the terms of the British Columbia Society Act, or be a municipal agency.
- If not a municipal agency, in order to fulfill its obligations under the funding agreement, the community organization must provide Tourism BC with copies of all related filings under the Society Act (i.e. financial statements, extraordinary resolutions, Annual General Meeting proceedings, Board of Directors listings, executive officers listings). These materials should normally be provided to Tourism BC within one month following the organization’s Annual General Meeting.

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2. PARTICIPANT ELIGIBILITY

2.1 Eligible Partnerable Participants

- All organizations that are engaged with the community in a direct tourism activity (i.e. tourists represent a substantial client base) and meet the accreditation requirements of the community tourism organization and Tourism BC are eligible to participate in co-op funded programs on a cost-shared basis.

2.2 Project Participation Fees

- The community shall determine the appropriate level of participation fees (share of program costs) to be paid by program participants.

2.3 Eligible Non-Partnerable (ENP) Participants

The intent of this program guideline is to protect against the inappropriate use of Tourism BC funds where there may otherwise be a perception of “double-dipping” from public monies. For clarification, ENP relates specifically to marketing participants potentially accessing co-operative funds from multiple sources. This differs from pure funding sources such as Union of BC Municipalities and other government granting programs which are treated primarily as supporters, not beneficiaries, of the project.

- Communities may solicit participation in a marketing project from qualified organizations that have a relatively indirect association with the tourism consumer such as Federal and Provincial governments and associated agencies. However, Tourism BC cannot partner funds invested by these organizations.
- ENP funds must be identified in the project reports and deducted from the project’s total eligible costs at the beginning of the project.
- ENP funds collected for a specific project must be deducted from the total gross cost of the project. For example if a program’s total gross costs equal \$12,000, and the community receives \$2,000 in participation funds towards the project from an ENP source, Tourism BC will base its contribution against the balance of \$10,000 – at 50%, this would translate to a claim of \$5,000.

2.4 Ineligible Participants

- Any businesses that are not engaged within the community in a direct or indirect tourism activity (i.e. tourists do not represent a substantial client base) and/or do not meet the accreditation requirements of the community tourism organization and TBC.
- However, in limited circumstances, pre-approval may be provided by Tourism BC staff where participation can be demonstrated to be in the best interests of both the community and Tourism BC.

3. ELIGIBLE ACTIVITIES

3.1 General Requirements

- To be eligible for cost sharing, all proposed activities must be fully disclosed and included in the approved Project Report and supported by the Tactical Plan.
- All activities must have the underlying objective to build incremental visitation in the form of overnight stays, except in local circumstances where accommodation vacancy is not a priority issue (typically due to a shortage of available inventory).
- Except where an activity involves 100% generic community content, or a consortium of operators is being represented, there must be at least two distinct operators represented.

3.1.5 Summary of Activities Eligible for Co-op Funding

For additional details on selected items, please refer to the following pages.

- Consumer Collateral (Brochures, rack cards, etc.)
- Consumer Shows
- Contests
- Courier, copying, postage, freight and stationery charges (project related)
- Creative and production charges such as copy writing and art direction (this must be the supplier's main area of expertise).
- Direct mail
- Distribution and fulfillment
- External advertising agency fees
- Festivals & Events marketing (*to potential overnight visitor markets*)
- Internet marketing
- Outdoor (billboards, transit shelters, buses, etc.)
- Print media (ads in newspaper, magazines)
- Radio
- Recorded multimedia (promotional CD/DVD's for targeted consumer audiences, other digital presentations)
- Research and Tracking related to Project Planning and Evaluation
- Special Projects pre-approved by Tourism BC
- Television
- Toll-Free Telephone charges (main consumer information line)
- Travel expenditures (limited)

NOTE: External, contracted services for Project Management, Production, Design or Image Bank Development **relating to implementation of eligible activities** may be claimed up to the limit set in Section 5.2.

3.2.1 Contests

- Liability issues are a primary concern. Before preparing a proposal, communities should consult with Tourism BC for direction, and also discuss the possible liability issues with their own legal counsel. When proposals are at the prototype stage, a draft of the various content details must be forwarded to Tourism BC, allowing at least one week for a preliminary review. If there appear to be inadequate controls, relative to the potential risks, this review may involve legal costs and further delays, which may be borne by the community.
- If applicable, the proposal must demonstrate the ability of any third-party hosting organization, such as a newspaper or a TV or radio broadcaster, to manage the contest.
- The community must confirm that suitable liability insurance exists for any participating operators who are providing prizes involving their products or services.

3.3 Consumer Shows

- Community eligibility under this program related to consumer shows attendance is intended for in close-in markets (normally within 400 km) and that are not available as a concurrent activity by their Regional DMO. Communities are encouraged to consult with their Regional DMO for consumer show attendance opportunities.

3.3.1 Eligible Expenses for Consumer Shows

- Show registration and rental of floor display space, to a normal maximum of two standard spaces.
- Rental or leasing on a pro-rated basis of special show equipment (eg. multimedia, power, tables, chairs etc.). Pre-approval by Tourism BC program staff is required for leasing.
- Travel expenses for up to two attendants (staff and/or stakeholders representing the community), based on approved per diems.

3.3.2 Community Consumer Show Booths and Attendants:

- Communities must be presented under the approved community branding
- Staff and related display material must promote all aspects of the community.
- Communities are required to prepare a Tourism BC-approved Consumer Show Review report (see below). As part of this report, photos (or video) of the community booth must be provided.

3.3.3 Consumer Show Review Report

- A document outlining the following items must be completed for every consumer show claimed for co-op funding. This document, together with related visual files, will be added to the project output samples that are submitted in the annual project output reporting process.
 - Show Name, Host City, Show Location (Venue)
 - Show Dates, Show Hours, Booth number(s)
 - Description of surroundings
 - Regional Staff or Designated Community Representatives

- Number and titles of publications distributed
- Total (historical) show attendance vs. apparent overall attendance trend this year
- Estimated booth Visitor parties, and Visitor demographics
- External environment (weather, other concurrent events, etc.)
- Overall impression of show, Possible options for the future
- **Photos** and/or **video** of the booth and possibly of the surrounding booths.

3.4.2 Direct Mail

- Postage and stationery costs incurred in the distribution of community brochures to an unsolicited targeted list of recipients. Community operators may participate in a direct mail campaign with the community as part of a consortium of several tourism operators. A minimum of two operators must participate with the community to be eligible (i.e. the mail package must contain the community brochure and at least two tourism operator brochures).
- Purchase of a targeted direct mail list.

3.4.4 Distribution and Fulfillment

- Distribution of community brochures to consumer enquiries (incremental, linked to a new program)
- Member brochures may be included in community fulfillment mailings, as long as they accompany community materials.
- Racking services.

3.4.8 Internet Marketing

Activities must be associated with a community-led marketing program, that may also include participation by multiple community stakeholders.

- Core maintenance of the community marketing website – excluding costs for providing member/stakeholder services
- Search engine optimization
- Search engine marketing
- Banner ad programs design and placement
- Custom campaign landing pages
- Email marketing

3.5.1 Print Media

- All print media must contain a minimum of 25% generic community and Super, Natural British Columbia® content, including a combination of branding, editorial and imagery.

- Community tourism operator participation must be in continuous blocks of advertising and editorial and cannot appear separate from the community content, unless pre-approved by Tourism BC.

3.5.5 Radio

- Must be a collaborative campaign with two or more operators or a generic community message, and must include a call to action to visit the community, with an explicit or implied overnight stay.

3.6 Publications

- All community-developed consumer collateral (guides, brochures, maps, rack cards, etc.).
- The community may contract an external publisher to produce and print its guides.
- The community may manage the production of its publications internally. However, only costs charged by external suppliers required to produce the guide (ie type setting, art work, design etc.) will be eligible for funding
- A maximum amount of **13%** of the total claimed production cost of a guide being published by the community may be comprised of expenses relating to an external contractor selling space in the guide.

3.7.1 Research, Tracking and Evaluation

- Communities are required to conduct thorough evaluation of their projects wherever appropriate, and submit this project performance information to Tourism BC within 90 days of project completion. External research costs related to marketing project evaluation are eligible for cost sharing.
- Highlights or anecdotal information should also be included in the annual Project Performance Review summary.

3.7.5 Special Projects:

- Tourism BC will review the provision of “Special Projects” funding for non-traditional marketing activities that are included in the marketing plan that have received prior approval by Tourism BC and the community development facilitator and are supported by a sound business rationale. Similar funding may be made available on a case by case basis for communities to address extraordinary circumstances.

3.8.1 Television

- Must be a collaborative campaign with two or more operators or a generic community message, and must include a call to action to visit the community, with an explicit or implied overnight stay.

3.8.5 Travel Expenses

- Travel expenses cover eligible transportation, accommodation and per diem allowances for approved projects. Policies and rates will be set by Tourism BC in April of each year.
- Travel expenses do not include entertainment, hospitality, gratuities or expenses of a personal nature.
- Expense claims must be submitted using a program travel expense form approved by Tourism BC. Claims must be signed by a claimant's supervisor with spending authority (in the case of a CEO/Executive Director, this would be the designated member of the Community organization's board).

4. INELIGIBLE ACTIVITIES

- Any item not previously approved in the annual Project Reporting sheet, or that is not supported by the Core Development report or the official Tactical Plan.
- Any activity which is in conflict with any of the program guidelines.
- Any activity that does not follow graphic standards.
- Any activity involving community business advertising that does not contain a **minimum of two** private sector participants.
- Any types of internal office expenses including utilities, general office supplies, staff costs (eg. for project management, administration, or advertising production / creative/ media placement).
- Research not related to evaluating specific community marketing initiatives or otherwise authorized by Tourism BC
- Distribution of individual community business brochures without accompanying community destination marketing materials.
- Expenses for any contractor or supplier that frequently provides a range of services that may deem the individual(s) to be an employee, and as such, part of the organizational infrastructure. In such cases, the community must clearly demonstrate that the relationship with the contractor or supplier is not an employer-employee relationship.
- Any overseas activities.
- Sales calls, trade show attendance and other trade-focused activities conducted by the community in relation to Travel Trade and or Travel Media relations.
- Familiarization Tours (FAM's) for Travel Trade
- Familiarization Tours (FAM's) for Travel Media - However, communities may apply to Tourism BC's **Visiting Journalist Program** for support in this area.
- Overseas sales missions
- Capital costs, for items over \$500.
- Marketing activities that intentionally denigrate BC tourism products or industry members. Tourism British Columbia reserves the right to determine those activities deemed to be denigrating.
- Hosting, maintenance, marketing or development of individual stakeholder websites.

5. PROGRAM FUNDING

5.1 Maximum Funding versus Percentage Charged To Participants:

- Project funding support from Tourism BC is normally 50% of eligible expenses, excluding GST, to a maximum of the annual funding allocated to the project(s) by Tourism BC.
- It is at the discretion of the community as to the funding percentage they offer to contributing project participants. For instance, operators might contribute 1/3rd of the balance, with the community budget picking up the other 2/3rd; or the operators might contribute the entire balance, and the community would simply be the coordinator.

5.2 Co-op Marketing Funds

- Marketing funds provided by Tourism BC can only be used for approved project activities. Under no circumstances can these funds be used for any other purposes. Marketing funds must be accounted for separately from other office activities.
- The following items may not individually exceed **30%** of an annual funding claim:
 - Image Bank Development (photo shoots, asset purchases)
 - Design and Production services for media advertising
 - Contracted Project Management services

6. FINANCIAL REPORTING

6.1 Supplier Invoice Processing

- It is not a requirement of the Community Tourism Foundations Implementation Program for stakeholder participation funds to be held in trust before project commencement. Nevertheless, communities must have the full amount of funds on hand to cover all project costs before project commencement.
- Communities must demonstrate that all supplier invoices listed in their project claims have been paid in full. Tourism BC takes no responsibility for unpaid invoices.
- Tourism BC will only allocate the applicable funding percentage on net invoice levels. Net amounts **exclude** such items as special allowances, agency discounts and GST. Under no circumstances can there be any off-invoice rebates or allowances originating from a supplier. All allowances must be detailed on invoices and the Tourism BC funding percentage will be attributed to the net level.
- All invoices, records and related documents for completed projects must be retained by the community for possible audit by Tourism BC.
- The community must ensure that if advertising is being placed for them by an agent, copies of the original media invoices in support of the agent's invoices are supplied.

- All foreign currency exchange rate calculations must be documented on the invoice, ideally supported by a corresponding receipt from a financial institution or credit card statement. Where printed exchange rate receipts are not available, the applicable exchange rate should be written on the invoice along with the date and financial institution or online reference (eg. CurrencyGuide.com) that was quoted for the rate.
- Bank fees for currency exchange are eligible for cost sharing. The invoice amount or documentation from the bank should be included in the appropriate project report.
- Supplier invoices **must** be in the name of, and addressed directly to, the community tourism organization. If a supplier invoice is not fully attributed to the community, a thorough explanation must be attached outlining the circumstances, and must be approved in advance by Tourism BC, before submitting the claim for that quarter.
- The date that the original invoice was paid must be recorded on the invoice, and the invoice details entered on the Project Report spreadsheet. The net amount being claimed must be highlighted on the **copy** of the invoice attached to the copy of the project sheet submitted at the completion of the project.
- All expenses for a specific project must be detailed on the project report and copies must be attached to the corresponding Project Reporting sheet.
- All invoices must originate from external suppliers. Internal community office invoices are not permitted.

6.2 Supplier Contracting

- For any supplier contracts, excluding media purchases, that cumulatively total \$25,000 or more in a fiscal year, the community must receive a minimum of three written quotes for the work. These written quotes must be kept on file for audit purposes and Tourism BC may request access to review.

7. ANNUAL PROJECT REPORTING

- Within 90 days of annual project(s) completion, the community will provide Tourism BC with two main sets of documentation on the actual project outcomes. The first is the **Project Performance Summary** (see below), and the second is the **Marketing Outputs Summary** (a digital collection of one or more distinct sample outputs from each of the project activities).

7.1 Project Performance Summary

- At minimum, this will provide highlights and anecdotal descriptions of the project results, in a paragraph or two.
- In most cases where quantifiable evaluation measures were implemented, there will also be a data series generated. A high-level summary of this information should be provided, with comparison against a baseline if possible – in other words, how did this change the status quo?
- Describe the indicated actions arising from the results. For instance, was the program successful enough to repeat or expand? What could be improved?

7.2 Preparation of Project Output Samples for Tourism BC

- Within 90 days of project completion, the community will compile and submit a CD or DVD data disk containing representative sample outputs from each and every eligible project activity (where a demonstrable output is possible). Two full sets of any **multi-page** community publications bearing the Tourism BC branding should also be supplied. These files will be reviewed for compliance generally and exceptional items will be added immediately to the Online Regional Graphics Standards (ORGS) gallery to demonstrate best practices and noteworthy creative.
- In the Community Tourism Foundations Implementation Graphics Standards manual, each activity has a description of the output sample file format required, and file preparation advice. Most importantly, all digital samples submitted to Tourism BC require the project descriptors in the filename, in the format shown below:

Product-Region-Fiscal Year-Community-Project #-variation #-Funding Program-remarks.xxx

| | |
|-------------------------|--|
| Product choices: | ADV FE FISH GOLF MISC MIT SKI TOUR |
| Region choices: | CCC KR NBC TO VI VCM |
| Fiscal Year: | 2 digits eg. 08 for FY08 |
| Community: | Full name |
| Project Number: | Including prefix (and suffix if applicable) – eg. A105P |
| Variation #: | Put in 1 for the first distinct variation in that project activity, 2 for the second, etc. |
| Funding Program: | CTF OTH (=other) |
| Remarks: | Up to 40 characters eg. Special TBC approval or Vancouver Boat Show |

For example, a typical filename might look like this:

Tour-KRT-08-Nelson-K225-3-CTF-Calgary Herald.jpg

- Depending upon the application, files submitted may be of the following types: JPG, PDF, MP3, WMV, PPT, or SWF.
- Naturally, any tracking and evaluation information undertaken for the project should also be provided.
- Communities should retain the original source materials used to generate the digital files above, for at least one fiscal year.

7.2.2 File formatting tips:

- For **.jpg** image files ([of single or double page ads, publication covers and tables of contents, booths etc.](#)), the minimum quality should be in the 85% or higher range (100% is best quality), scaled to roughly 600 pixels high, and the resulting file should normally be under 800KB in size. If not extracted from the original digital design file, scan the ad in from the final source (magazine, newspaper, etc.), cropping it carefully and sizing it roughly from within the scan program itself (for instance, you'll want to scan a full page at perhaps 40% scale to get a small enough file). Where necessary, enhance the scan at the preview stage, rather than by repeated opening and re-saving of the scanned image (this reduces quality). In most cases you will get better results if you turn on the Moire filter when scanning (it takes out the lines that would otherwise appear).
- For **.pdf** files ([used for multi-page spreads, sequences, packages, scripts, complete publications, etc.](#)) use a moderate compression level, with on-screen viewing priority, rather than high-resolution printing. This will yield a smaller file (average should be under 3 MB)
- For **.mp3** sound/music files ([for radio ads, etc.](#)) the minimum quality should be in the 64K range (most mp3's are recorded at 128K). Check with Tourism BC if you are uncertain as to how to convert CD's, .wma or .wav files to MP3 formats.
- For **.wmv** files ([of television ads and other video formats](#)), the minimum frame size should be 320x240 pixels, and the overall streaming rate should be 700Kb/sec. (broadband, NTSC format, 30fps, including constant bit rate – CBR- audio)...this results in a file size of about 5MB per minute. Other file formats like .mov, .mpg, and .avi would need to be converted. If taking files from a DVD format, simply rename the source .VOB file(s) to .mpg, then convert to .wmv format.
- PowerPoint files (**.ppt**) should be sent as is, with all linked files in the same directory – we will convert these to Flash (**.swf**) formatted presentations suitable for streaming on the web.
- For representing [web-based applications](#), a brief sequence of screen shots in .jpg or animated into a .swf or .pdf format will ensure that the important components remain trackable, even after they are no longer visible on the web.