

4.2.3 Best Practices and Organization Reviews

Tourism Dawson Creek and Destination Campbell River

Business Model: Fee for Service contract agreement with municipalities and contractor/service providers
Product: Outdoor Adventure (fishing and wildlife viewing), heritage & culture (Alaska Highway corridor, indigenous product), RV and Touring
Location: British Columbia

In 2017, both the City of Campbell River and the City of Dawson Creek pursued opportunities to invite submissions for proposals from qualified proponents for the provision of managing and operating their city's destination marketing and visitor information services. Both municipalities entered in to a Fee for Service contracts that provided a legal framework for the joint strategies of providing services.

The RFP process enabled their Selection Committees to source the most suitable service provider that could meet the strategic objectives of the municipality, be at arms-length of municipal government while offering visitors excellent tourism and visitor services and could market and promote their city's businesses, attractions and events. Proponents were rated on their ability to provide:

- Company history and background in providing similar services;
- Explain how tourism and visitor servicing would be provided;
- Identify innovative ways to destination marketing and visitor servicing;
- Staffing complement for the operations;
- Collaborative partnerships with other community organizations;
- Method, processes, and standards to be followed;
- Amount of assistance and support expected from City staff and resources;
- Draft operating budget with projected costs, operating budget, proposed fee schedule, sources of revenue, etc.

The five-year Fee for Service contracts include sustainable governance and funding models as well as details to Terms of Reference and Terms of Agreement; funding for the organizations slightly differ. *Destination Campbell River* receive \$250,000 annually from the City of Campbell River and funds from the 3% accommodation tax (approximately \$250,000 annually), with the expectation for the service provider/contractor to seek additional funding opportunities and leveraging funding.

The City of Dawson Creek provides *Tourism Dawson Creek* with approximately \$450,000 annually from their general revenue. Tourism Dawson Creek leverages its funding to obtain supplemental program funding while also generates revenue through retail sales.

The municipalities are the governing authority and are guided by their appointed Tourism Advisory Committees.

Destination Campbell River:	Service Provider: <i>Destination Think</i>	Approx. Annual Budget: \$600,000
Tourism Dawson Creek:	Service Provider: <i>Spectra Comcast Spectator</i>	Approx. Annual Budget: \$450,000

Gold Country Communities Society

Business Model: Not-for-Profit, membership based
Product: Outdoor Adventure, heritage & culture (Gold Rush Trail, indigenous product), touring
Location: British Columbia

Gold Country Communities Society is a not-for-profit sub-regional destination marketing organization (DMO) that represents a current 12-member base; Ashcroft, Cache Creek, Clinton, Lillooet, Logan Lake, Lytton, Merritt, and TNRD Area E (70 Mile, Green Lake, Loon Lake), Area I (Hat Creek, Spences Bridge, Walhachin), Area J (Savona, Tunkwa Lake, Deadman Valley), Area M (Upper and Lower Nicola, Quilchena, Douglas Lake) and Area N (Brookmere, Aspen Grove). Their mandate is to increase economic development and tourism for the Gold Country region. The organization offers services to an area of approximately 9000 sq. miles. The organization recently adjusted their focus and is no longer the managing contractor for the Village of Cache Creek Visitor Centre.

Since its incorporation in 1991, the GCCS has provided a framework for their participating communities and stakeholders that enable national, provincial, regional and local marketing and industry development and has most recently been guided by the adoption and implementation of the Gold Country 2018-2022 Business & Strategic Plan. The organization is funded through several revenue streams that include membership fees, grants and fee-for-service agreements.

Approximate Annual Budget: **\$175,000**

Shuswap Tourism

Business Model: Department within Columbia Shuswap Regional District and Economic Development
Product: All-season outdoor Adventure, RV and touring
Location: British Columbia

Shuswap Tourism is a department within the Columbia Shuswap Regional District and Economic Development. Shuswap Tourism is a community based destination management and marketing organization (DMO) which assists in tourism development and marketing and promotional services for tourism businesses and operators within the geographic boundaries of Chase, South Shuswap, North Shuswap, Enderby, Salmon Arm, Sicamous, and CSRD Electoral Areas C, D, E, and F. These services promote the long-term development and marketing of the Shuswap region to increase visitation for recreational, leisure, or business purposes.

Shuswap Tourism is primarily funded through the Municipal Regional District Tax (MRDT) at a level of 2% as well as various grants and leveraged opportunities through DBC. Their annual budget is included in the Economic Development annual budget, however, it does not a stand-alone budget for Shuswap Tourism.

Approximate Annual Budget: **\$540,000**

Tourism Kamloops

Business Model: Not-for-profit Destination Management Organization (DMO)
Product: Sport and Event Hosting, golf, agri-tourism, All-season outdoor Adventure
Location: British Columbia

Located 87 kilometers from Merritt, (via BC-5N) is the city of Kamloops. Tourism Kamloops is the organization responsible for destination marketing on behalf of the Kamloops tourism industry and the City of Kamloops. Since 2005, tourism in Kamloops has evolved significantly to position itself to become an attractive, affordable and accessible getaway, targeting outdoor enthusiasts, families, athletes and “weekend warriors”. The tourism industry in Kamloops welcomes approximately 1.8 million visitors annually and generates \$449 million in economic value. The projected 2018 accommodation revenues for Kamloops is \$60 million.

In 2018, Tourism Kamloops re-branded their tag line to “*Boldly Unscripted*” and included the launch of a new website. Tourism Kamloops concentrates their marketing efforts strategically through 5 sectors; mountain biking, biking, fishing, golf, sport & tournament and winter adventure; which is aimed at driving visitation during the shoulder tourism months

Approximate Annual Budget: **\$1.84 million**

Tourism Chilliwack

Business Model: For-profit Organization, part of the Chilliwack Economic Partners Corporation (CEPCO)
Product: Fishing, mountain-biking, hiking, agri-tourism, Sport and Event hosting, indigenous product
Location: British Columbia

Established in 1998 as part of the Chilliwack Economic Partners Corporation, the organization was created to forge a partnership between the City of Chilliwack and the tourism industry, to promote growth and diversification and to increase the economic impact of tourism to the local economy. Tourism Chilliwack is a non-traditional DMO responsible for marketing and promotions as well as the day to day operations of the Chilliwack Visitor Centre. The organization also has a business function; with a fee-for-service agreement to operate Chilliwack Heritage Park and is the official Flag Shop retailer and representative for the community and region.

Tourism Chilliwack is one of the 3 founding DMO’s that collaborated in Destination BC’s Co-op Marketing Program, initiating “The Fraser Valley” in 2013. Today, the collaboration has expanded to include *Advantage Hope* and is currently reviewing additional opportunities with neighboring destinations to grow the campaign and program in 2019.

Approximate Annual Budget: **\$600,000**

LESSONS LEARNED FOR MERRITT

An official destination management or marketing organization requires an in-depth review of the community’s internal and external assets and available resources to deliver effective and efficient initiatives, programs and services for their community and visitors. Demonstration of results as well as excellent collaboration and communication between key stakeholders are primary indicators of success.