

**AMENDMENT NO. 3 TO
TOURISM INDUSTRY CONTRIBUTION AGREEMENT**

FINAL

THIS AGREEMENT dated for reference this 15 day of July, 2015.

BETWEEN:

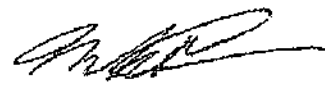

GREATER VANCOUVER CONVENTION AND VISITORS BUREAU, a society incorporated under the laws of British Columbia ("Tourism Vancouver") with the following specified address and fax number:
Suite 210, 200 Burrard Street, Vancouver, British Columbia, V6C 3L6
Fax: (604) 682-1717

AND:

HER MAJESTY THE QUEEN IN THE RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, represented by the Minister of Finance (the "Province") with the following specified address and fax number:
1st Floor – 617 Government Street, Victoria, British Columbia, V9W 9V1
Fax: (250) 387-9093

WHEREAS:

- A. Tourism Vancouver and the Province entered into an agreement dated as of October 31, 2003 entitled "Vancouver Convention and Exhibition Centre at Canada Place: Tourism Industry Contribution Agreement" which, among other things established Tourism Vancouver's contribution to the expansion of the Vancouver Convention and Exhibition Centre and its obligations to make Contributions Payments to the Province in respect thereof (the "Initial Contribution Agreement");
- B. The parties amended the Initial Contribution Agreement by letter agreement dated March 22, 2004 and an agreement dated July 25, 2007 entitled "Waiver Agreement" (the Initial Contribution Agreement, as so amended, the "Contribution Agreement");
- C. Tourism Vancouver has identified challenges in its ability to fund new tourism marketing while contributing its share of the costs of the expansion of the Vancouver Convention and Exhibition Centre that was originally financed by the Province on Tourism Vancouver's behalf under the Contribution Agreement. Tourism Vancouver has expressed a desire to address this challenge by:
 1. Applying to the Lieutenant Governor in Council (the "LGIC") for a regulation to increase the Municipal and Regional District Tax ("MRDT") rate in respect of sales of accommodation in the City of Vancouver to 3% of the purchase price of the accommodation, from 2% as permitted under the *Provincial Sales Tax Act* (the "Act");
 2. Requesting that the Province vary Tourism Vancouver's contribution payment obligations under the Contribution Agreement, in order to provide additional relief to Tourism Vancouver;

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3. Requesting that the Province bring forward legislation for consideration of the Legislature, to repeal the *Vancouver Tourism Levy Enabling Act* which allows Tourism Vancouver to introduce tourism business levies for its own operating purposes; and
 4. Agreeing to sponsor and make contributions to a provincial Tourism Events Program that is intended to increase tourism for all regions of the Province.
- D. If Tourism Vancouver's application to increase the MRDT is approved by the LGIC, the Province has agreed to renegotiate the contribution payment terms under the Contribution Agreement, provided that Tourism Vancouver agrees to comply with the expanded reporting, accountability and other requirements under this Agreement. Tourism Vancouver has agreed to adopt such new obligations.
- E. If the terms of the Contribution Agreement are to be varied, both parties have also identified some housekeeping changes that will be made in this Agreement to reflect changes that have occurred since the initial Contribution Agreement was entered into in 2003.

NOW THEREFORE in consideration of the premises and mutual agreements contained in this Agreement, the payment of the sum of one dollar by Tourism Vancouver to the Province and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by the Province, it is hereby agreed as follows:

Conditional Amendment

1. If the LGIC agrees to increase the MRDT rate in respect of accommodation in the City of Vancouver to 3% of the purchase price of the accommodation, from 2%, and the LGIC brings the Increased MRDT Rate Regulation into force, the Contribution Agreement will be modified as set out in this Agreement (collectively, the "Modified Contribution Agreement") as of the date the Increased MRDT Rate Regulation is brought into force.

Interpretation

2. All capitalized terms not otherwise defined in this Agreement will bear the meanings ascribed to them in the Contribution Agreement.

Definitions

3. Section 1.1 of the Contribution Agreement [Definitions] is amended as follows:
 - a. The definition of the term "Act" is deleted and the following is substituted:
 "Act" means the Provincial Sales Tax Act, S.B.C. 2012, c. 35;
 - b. The definition of the term "Additional Tax" is deleted and the following is substituted:

"Additional Tax" means the tax payable on the purchase of accommodation pursuant to sections 123, 123.2(3) and 123.3(3) of the Act;

- c. The following new definition is added immediately before the definition of the term "Canada":

"Business Day" means a day, other than a Saturday or Sunday, on which Provincial government offices are open for normal business in British Columbia;

- d. The following new definition is added immediately before the definition of the term "Fiscal Year":

"Event of Default" means that the Province, acting reasonably, determines that Tourism Vancouver has failed to perform any of its obligations under the Modified Contribution Agreement;

- e. The following new definition is added immediately after the definition of the term "Fiscal Year":

"Increased MRDT Rate Regulation" means a regulation that declares that for the purposes of section 123(1) of the Act, the rate of tax that is to apply to accommodation purchased within the City of Vancouver is 3% of the purchase price of the accommodation;

- f. The following new definitions are added immediately after the definition of the term "Parties":

"Planning and Reporting Year" means the period starting on January 1 of any year and ending on December 31 of the same year.

"Sponsorship Payments" means monthly payments to the Province by Tourism Vancouver, to be used for sponsoring the Tourism Events Program so long as it continues, from Tourism Vancouver Revenues in accordance with Schedule A;

"Tourism Events Program" means the Province's program as described in Schedule E as amended from time to time in the Province's sole discretion;

"Tourism Industry Stakeholders" means the following within the City of Vancouver (the "City"), except as otherwise described:

- (a) accommodation providers;
- (b) tourism attraction, sightseeing and related activity businesses;
- (c) restaurants, retail and other tourism-related businesses;
- (d) regional and local tourism associations;
- (e) tourism product sector organizations;
- (f) parks and recreation businesses and facilities;
- (g) visitor Centres;

- (h) other primary tourism-related businesses; and
 - (i) other provincial public sector agencies and organizations, within or outside the City, that have programs and services that relate to tourism activity in the City.
- g. The definition of the term "Tourism Vancouver Revenues" is deleted and the following is substituted:
- "Tourism Vancouver Revenues"** means all of the proceeds of the Additional Tax revenues generated for Tourism Vancouver under the Eligible Entity Regulation as amended by the Increased MRDT Rate Regulation and collected by the Province on behalf of Tourism Vancouver;
4. Section 5.2 of the Contribution Agreement [*Obligation to introduce Levies Legislation*] is deleted;
5. Section 5.3 of the Contribution Agreement [*Impact of tax or revenue measures*] is amended by deleting:
- a. The following words in the first sentence: "and Levies Legislation"; and
 - b. The following words in the second sentence: "or the Levies Legislation".

Contribution Payment Schedule

6. Schedule A to the Contribution Agreement is deleted and the attached Schedule A is substituted.
7. The reference in section 2(a) of Schedule B to the Contribution Agreement to "section 3(1)" is deleted and a reference to "section 123" is substituted.

Reporting and Accountability

8. Section 10 as set out below is added to the Contribution Agreement:

10.0 REPORTING AND ACCOUNTABILITY

- 10.1 On or before November 30 each year, Tourism Vancouver will provide the Province with an Annual Service Plan. Subject to any further written direction from the Province, the Annual Service Plan must include:
- (a) Updated financial results/forecast for the current Planning and Reporting Year;
 - (b) Planned financial results for each of the following next three (3) Planning and Reporting Years;
 - (c) An updated long-term cash flow forecast that illustrates when the Tourism Vancouver Contribution will be fully paid to the Province;
 - (d) a statement of performance goals for each of the following next three (3) Planning and Reporting Years;
 - (e) specific performance objectives and measures for each of the following next three (3) Planning and Reporting Years; and

- (f) other information the Province or Tourism Vancouver reasonably considers appropriate.

Subject to section 10.1, the parties will mutually agree on the form and content of such information to the Province.

- 10.2 On or before April 30 each year, Tourism Vancouver will provide the Province with a completed Annual Financial and Performance Report in the form substantially similar to the document attached hereto as Schedule D, as amended from time to time at the Province's sole discretion acting reasonably.
- 10.3 On or before September 1, 2015 and every fifth November 30 thereafter, Tourism Vancouver will provide the Province with a completed Five-Year Strategic Business Plan in the form substantially similar to the document attached hereto as Schedule E, as amended from time to time by the Province in its sole discretion acting reasonably.
- 10.4 Tourism Vancouver will make some information from the reports required under sections 10.1 and 10.3 of this Agreement available on request to Tourism Industry Stakeholders. The scope of the information to be made so available will be agreed to between the parties, acting reasonably.
- 10.5 Tourism Vancouver may provide its members with proprietary information in addition to that required under sections 10.1 and 10.3 to its members.
- 10.6 Tourism Vancouver will make a form of report required under section 10.2 of this Agreement electronically available to the general public (e.g., website). Such content and form of report will be mutually agreed to by Tourism Vancouver and the Province, acting reasonably.
- 10.7 Except as otherwise required under this Agreement, Tourism Vancouver will be subject to the program policies and requirements further described in the Province's Municipal and Regional District Tax Program Requirements document, as amended from time to time at the Province's sole discretion.
9. The attached Schedules D (*ANNUAL FINANCIAL AND PERFORMANCE REPORT*) and E (*FIVE-YEAR STRATEGIC BUSINESS PLAN*) are added to the Contribution Agreement.

Tourism Events Program Sponsorship

10. Section 11 as set out below is added to the Contribution Agreement:

11.0 TOURISM EVENTS PROGRAM SPONSORSHIP

- 11.1 Tourism Vancouver will make Sponsorship Payments in accordance with the terms of this Agreement until the Tourism Vancouver Contribution has been paid.

11. The attached Schedule F [TOURISM EVENTS PROGRAM] is added to the Contribution Agreement.

Default and Termination

12. Section 12 as set out below is added to the Contribution Agreement:

12.0 DEFAULT AND TERMINATION

12.1 On the happening of an Event of Default, or at any time thereafter, the Province may, at its option, elect to do any one or more of the following:

- (a) by written notice to Tourism Vancouver, require that the Event of Default be remedied within a reasonable time period specified in the notice;
- (b) pursue any remedy or take any other action available to it at law or in equity; or
- (c) by written notice to Tourism Vancouver, terminate this Agreement such that the relevant terms of the Contribution Agreement will be resurrected with immediate effect or on a future date specified in the notice, subject to the expiration of any time period specified under section 12.1(a).

12.2 No failure or delay on the part of the Province to exercise its rights in relation to an Event of Default will constitute a waiver by the Province of such rights.

Dispute Resolution

13. Section 13 as set out below is added to the Contribution Agreement:

13.0 DISPUTE RESOLUTION

13.1 In the event of any dispute between the parties arising out of or in connection with this Agreement, the following dispute resolution process will apply unless the parties otherwise agree in writing:

- (a) the parties will initially attempt to resolve the dispute through collaborative negotiation at the staff level;
- (b) if the dispute is not resolved within 20 Business Days, the Minister responsible and the Chair of Tourism Vancouver's Board will attempt to resolve the dispute;
- (c) if the dispute is not resolved by the Minister and the Chair within 10 further Business Days, the parties will then attempt to resolve the dispute through mediation under the rules of the Mediate BC Society; and
- (d) if the dispute is not resolved through mediation within 30 Business Days of the commencement of mediation, the dispute will be referred to and finally resolved by arbitration under the *Arbitration Act*.

- 13.2 Unless the parties otherwise agree in writing, an arbitration or mediation under section 13.1 will be held in Victoria or Vancouver, British Columbia as mutually agreed by the parties acting reasonably.
- 13.3 Unless the parties otherwise agree in writing or, in the case of an arbitration, the arbitrator otherwise orders, the parties must share equally the costs of an arbitration or mediation under section 13.1 other than those costs relating to the production of expert evidence or representation by counsel.

Notices

14. Section 14 as set out below is added to the Contribution Agreement:

14.0 NOTICES

- 14.1 Any notice contemplated by the Modified Contribution Agreement, to be effective, must be in writing and delivered as follows:
- (a) by fax to the addressee's fax number specified on the first page of this Agreement, in which case it will be deemed to be received on the day of transmittal unless transmitted after the normal business hours of the addressee or on a day that is not a Business Day, in which cases it will be deemed to be received on the next following Business Day;
 - (b) by hand to the addressee's address specified on the first page of this Agreement, in which case it will be deemed to be received on the day of its delivery; or
 - (c) by prepaid post to the addressee's address specified on the first page of this Agreement, in which case if mailed during any period when normal postal services prevail, it will be deemed to be received on the fifth Business Day after its mailing.
- 14.2 Either party may from time to time give notice to the other party of a substitute address or fax number, which from the date such notice is given, will supersede for purposes of section 14.1 any previous address or fax number specified for the party giving the notice.

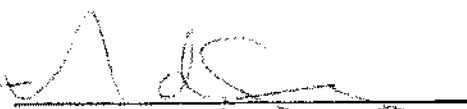
General

15. Each Party represents and warrants to the other Party that this Agreement has been duly authorized by such Party and when executed and delivered by such Party will constitute a legal, binding and valid obligation of such Party, enforceable in accordance with its terms.
16. Each Party will bear its own costs relating to the preparation, execution and delivery of this Agreement.
17. The Contribution Agreement, as amended by this Agreement (the "Modified Contribution Agreement"), is ratified and confirmed.

18. This Agreement may be executed in separate counterparts and, upon each executed counterpart being delivered, which delivery may be made by facsimile or other electronic transmission, shall together constitute one and the same agreement.

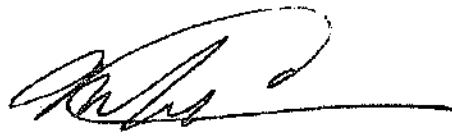
IN WITNESS WHEREOF this Agreement has been duly executed as follows:

SIGNED on behalf of Her Majesty
the Queen in the right of the Province
of British Columbia by the
Minister of Finance
on the 15 day of July, 2015



Print name: Michael de Jong, Q.C.
Print title: Minister of Finance

SIGNED on behalf of Greater
Vancouver Convention and
Visitors Bureau
on the 15 day of July, 2015 by



Print name: Michael Cameron
Print title: Chair, Tourism Vancouver

SCHEDULE A

A. Tourism Vancouver Contribution

The Tourism Vancouver Contribution means the \$90,000,000 that Tourism Vancouver initially committed to contribute to the Expansion Project, plus accumulated interest at a rate of 6.1% per annum compounded monthly; less accumulated Contribution Payments made to date. As of March 31, 2015, the Province reports the balance of the Tourism Vancouver's Contribution at \$113.2 million.

Within 60 days of the end of each Fiscal Year, the Province will notify Tourism Vancouver of the remaining balance of the Tourism Vancouver Contribution as at the end of the Fiscal Year.

As at the end of each Fiscal Year

The remaining balance of the Tourism Vancouver Contribution will be calculated at the end of each Fiscal Year as follows:

THE SUM OF:

1. The opening balance of the Tourism Vancouver Contribution at the start of the Fiscal Year; and
2. The sum of the net changes to the monthly balance of the Tourism Vancouver Contribution, calculated as follows:
 - a. Interest – The opening balance of the Tourism Vancouver Contribution for each month multiplied by 6.1 per cent;
 - Less:
 - b. The Contribution Payments received by the Province for each month to which section 2.a of this Schedule is applied;

The opening balance of the Tourism Vancouver Contribution for each month is opening balance of the Tourism Vancouver Contribution at the start of the Fiscal Year, plus the accumulation of monthly net changes resulting from the calculation set out in section 2 of this Schedule, up to the start of a particular month.

The remaining balance of the Tourism Vancouver Contribution at the end of one Fiscal Year is carried forward and becomes the opening balance of the Tourism Vancouver Contribution at the start of the next Fiscal Year.

The above computation is repeated annually until such time as the remaining balance of the Tourism Vancouver Contribution is equal to zero.

B. Contribution Payments

As illustrated in Table 1 below, the Contribution Payments shall be equal to:

1. 8/30ths of the monthly Net Distributable MRDT Collections (as calculated in accordance with Table 1 below), based on the LGIC's approval of an MRDT rate of 3% for the purchase price of accommodation in the City of Vancouver component of the *Provincial Sales Tax* and; plus
2. the amount of any additional money that Tourism Vancouver provides to the Province in a month in respect of the Tourism Vancouver Contribution, in its absolute discretion.

C. The Sponsorship Payments

Consistent with other contributors to the Tourism Events Program and specifically with section 10 of this Agreement, Table 1 below illustrates that the Sponsorship Payments shall be equal to the monthly Net Distributable MRDT Collections multiplied by 2/30.

D. Provincial Payment to Tourism Vancouver - Methodology

Table 1 illustrates how the Province will calculate the monthly payments it makes to Tourism Vancouver in accordance with the Contribution Agreement, the *Provincial Sales Tax Act*, and the *Financial Administration Act* ("Monthly Payments to Tourism Vancouver").

Table 1 – Monthly Payments to Tourism Vancouver

| Reference Item | Adjustment/ Result | |
|----------------|--------------------|--|
| A | | Monthly gross collections of the MRDT [i.e., receipt of 3% accommodation component of the <i>Provincial Sales Tax</i>] |
| B | Plus or Less: | Collection/audit adjustments in respect of the time period before this Agreement in accordance with the terms of the Contribution Agreement |
| C | Plus or Less: | Collection/audit adjustments in respect of the time period after the start of this Agreement |
| D | Less: | MRDT collection/administration fee (set by the Ministry of Finance from time to time) |
| E | Equals: | Net Distributable MRDT Collections |
| F | Less: | Sum of all Contribution Payments in a month [i.e., (Net Distributable MRDT Collections multiplied by 8/30), plus additional money that Tourism Vancouver elects to provide to the Province in respect of the Tourism Vancouver Contribution] |
| G | Less: | Sum of all Sponsorship Payments in a month [i.e., Net Distributable MRDT Collections multiplied by 2/30] |
| H | Equals: | Total Payment to Tourism Vancouver in a month |

Tourism Vancouver will make Contribution Payments in accordance with the terms of this Agreement until the Tourism Vancouver Contribution has been paid.

D. Benefit of revised Contribution Payment Rate

The total Contribution Payments required in accordance with this Schedule in a Fiscal Year are equivalent to 26.67% of Net Distributable MRDT Collections in a Fiscal Year. Table 2 provides a comparison, for each Fiscal Year, of the total Contribution Payments required in a Fiscal Year under Schedule A of this Agreement and Schedule A of the Contribution Agreement.

Table 2 – Total Contribution Payments as a Share of Net Distributable MRDT Collections

| (Per cent share) | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Rest of Term |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| Modified Contribution Agreement | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% | 26.67% |
| Contribution Agreement | 37.50% | 37.50% | 37.50% | 37.50% | 37.50% | 37.50% | 37.50% | 42.50% | 42.50% | 42.50% |

SCHEDULE D
ANNUAL FINANCIAL AND PERFORMANCE REPORT

ANNUAL FINANCIAL AND PERFORMANCE REPORT

Designated Recipient: _____

Designated Accommodation Area: _____

Date Prepared: _____

Total MRDT Funds Received: _____

Planning and Reporting Year Ending: _____



Section 1: Actual Spending by Market

Add more rows as needed.

| Geographic Market | MRDT \$ (thousands) by Market | Other \$ by Market | Total (gross) \$ by Market | % of Total \$ by Market |
|---|-------------------------------------|-----------------------|-------------------------------|----------------------------|
| BC | | | | |
| Alberta | | | | |
| Ontario | | | | |
| Other Canada | | | | |
| Washington | | | | |
| California | | | | |
| Other USA | | | | |
| China | | | | |
| UK | | | | |
| Germany | | | | |
| Australia | | | | |
| Japan | | | | |
| Other International (Please specify) | | | | |
| Total | | | | |

Section 2: MRDT Budget Variance Report

| Revenues (thousands) | | Current Planning and Reporting Year | | |
|----------------------|--|-------------------------------------|-----------|----------|
| | | Budget \$ | Actual \$ | Variance |
| | Carry forward from previous Planning and Reporting Year (e.g. deferrals) | | | |
| | MRDT | | | |
| | Local government contribution | | | |
| | Stakeholder contributions | | | |
| | Co-op funds received (e.g. CTO; DMO-led projects) | | | |
| | Other local stakeholder contributions | | | |
| | Grants - Federal | | | |
| | Grants - Provincial | | | |
| | Grants/Fee for Service - Municipal | | | |
| | Retail Sales | | | |
| | Interest | | | |
| | Other | | | |
| | Total Revenues | | | |
| Expenses (thousands) | | Budget \$ | Actual \$ | Variance |
| | Marketing | | | |
| | Marketing staff – wage and benefits | | | |
| | Media advertising and production | | | |
| | Website - hosting, development, maintenance | | | |
| | Social media | | | |
| | Consumer shows and events | | | |
| | Collateral production and distribution | | | |
| | Travel media relations | | | |
| | Travel trade | | | |
| | Other | | | |

| | | | |
|--|--|--|--|
| Subtotal | | | |
| Destination & Product Experience Management | | | |
| Destination and product experience management staff – wage and benefits | | | |
| Industry development and training | | | |
| Product experience enhancement and training | | | |
| Research and evaluation | | | |
| Other | | | |
| Subtotal | | | |
| Meetings and Conventions | | | |
| Meetings, conventions, conferences, sales and events etc. | | | |
| Subtotal | | | |
| Visitor Services | | | |
| Visitor Services activities | | | |
| Other (please describe) | | | |
| Subtotal | | | |
| Administration | | | |
| Management and staff unrelated to program implementation – wages and benefits | | | |
| Finance staff – wages and benefits | | | |
| Human Resources staff – wages and benefits | | | |
| Board of Directors costs | | | |
| Information technology costs – employee-related costs (i.e. computers, telephone, support, networks) | | | |
| Office lease/rent | | | |
| General office expenses | | | |
| Subtotal | | | |
| Other | | | |
| | | | |

| | | | |
|---|--|--|--|
| All other wages and benefits not included above | | | |
| Other activities not included above (please describe) | | | |
| <i>Subtotal</i> | | | |
| Total Expenses | | | |
| Balance or Carry Forward | | | |

By signing this form, you certify that the above information is an accurate representation of Tourism Vancouver's expenditure of all amounts of tax received pursuant to sections 123, 123.2 (3) and 123.3 (3) of the Act and the Modified Contribution Agreement.

| | |
|---|--|
| | |
| Tourism Vancouver's Authorized Signing Authority Name | Tourism Vancouver's Authorized Signing Authority Title |
| Date | Tourism Vancouver's Authorized Signing Authority Signature |

A description/instructions pertaining to each performance measure is provided in grey text as a guide only.

| 1. Effective tourism marketing, programs and projects | | | |
|---|--|---|--|
| MRDT funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue. | | | |
| Mandatory Metric | Tourism Vancouver Response | | |
| MRDT Revenue | Report on the total annual MRDT revenue received by Tourism Vancouver. The period should be between January 1 to December 31 of the Planning and Reporting Year. | | |
| MRDT activities, goals, objectives, measures and outcomes (as per your Annual Service Plan) | <p>Report on the MRDT activities performance goals, objectives and measures set out in the Annual Service Plan and resulting outputs and outcomes achieved in the reporting period indicated above.</p> <p>Metrics will vary. Example metrics include:</p> <table border="0"> <tr> <td> <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> Types of marketing activities Number of event campaigns and results Description of social media activities and outcomes Number of media placements Number of conventions and meeting sales Webpage visits Visitor inquiries/calls. </td><td> <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> Visitor volume Visitor nights and visitor spending Visitor revenues Average length of stay Accommodation revenues Number of new tourism businesses. </td></tr> </table> | <u>OUTPUT MEASURES</u> <ul style="list-style-type: none"> Types of marketing activities Number of event campaigns and results Description of social media activities and outcomes Number of media placements Number of conventions and meeting sales Webpage visits Visitor inquiries/calls. | <u>OUTCOME MEASURES</u> <ul style="list-style-type: none"> Visitor volume Visitor nights and visitor spending Visitor revenues Average length of stay Accommodation revenues Number of new tourism businesses. |
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| Key Learnings | Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned. | | |
| 2. Effective local-level stakeholder support and inter-community collaboration | | | |
| Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments. | | | |
| Mandatory Metric | Tourism Vancouver Response | | |
| Extent of Local-level Stakeholder Engagement | <p>Report on the engagement activities you have undertaken annually to help ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.</p> <p>Example of metrics include the number and descriptions of:</p> | | |

| | |
|--|---|
| | <ul style="list-style-type: none"> • Outreach communications (such as newsletters, marketing plans and annual reports) • Conferences, engagement sessions, or annual general meetings. |
| Stakeholder Satisfaction | <p>Tourism Vancouver must conduct an annual stakeholder survey to:</p> <ul style="list-style-type: none"> • Assess the level of awareness of tourism marketing activities in the community (region) • Assess the level of satisfaction with the use of MRDT funds. <p>Stakeholders should include, at a minimum:</p> <ul style="list-style-type: none"> • All hoteliers/accommodations providers collecting the tax in the designated area • Major attractions in the area • Other key tourism stakeholders. <p>Tourism Vancouver must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.</p> <p>Tourism Vancouver must seek Destination British Columbia's feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.</p> |
| Community Collaboration | <p>Report on the collaborative activities and outcomes to demonstrate partnerships and alignment within and across communities on tourism marketing activities and with provincial or federal tourism-related agencies as appropriate.</p> <p>Examples of collaborative activities include:</p> <ul style="list-style-type: none"> • Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas • Meetings and discussions with other tourism industry stakeholders on shared interests and goals • Integrated planning • Sharing of resources on content and asset development • Aligned product development • Cooperative and or partnered marketing campaigns/initiatives. |
| <p>3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:</p> <p>Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.</p> | |
| Mandatory Metric | Tourism Vancouver Response |
| Provincial Alignment | Report on actions taken to verify that proposed activities are in complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans as part of the completion of the Annual Service Plan. |

| | |
|---|--|
| | <p><i>Examples of actions taken could include:</i></p> <ul style="list-style-type: none"> • Refer to Destination British Columbia's strategic plan and regional plans • Liaise/consult with regional and/or provincial staff during strategic/service plan development • Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases • Attendance at provincial marketing and/or planning sessions • Attendance at regional marketing and/or planning sessions • Attendance at regional annual conferences/marketing presentations. |
| Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities | <p><i>Report on actions taken to help ensure travel trade and travel media activities are coordinated with Destination BC's overarching marketing plan, and similar activities undertaken by other designated recipients.</i></p> <p><i>Tourism Vancouver should also report on any outcomes of trade show and travel trade activities.</i></p> |
| 4. Fiscal prudence and accountability All-designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing. | |
| Mandatory Metric | Tourism Vancouver Response |
| Effective Financial Management | <p><i>Tourism Vancouver must provide a completed Financial Report as per the first portion of this Report that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and Annual Service Plan and certify that all of the revenue was used solely for purposes authorized by the Designated Accommodation Area Tax Regulation.</i></p> |
| Streamlined Administrative Costs | <p><i>Tourism Vancouver must identify and include all administrative costs as outlined in the Financial Report. Administration costs, where applicable, include:</i></p> <ul style="list-style-type: none"> • Management and staff unrelated to program implementation • Finance staff • Human Resources staff • Board of Directors costs • Employee-related information technology costs (i.e. computers, telephone, support, network connections) • Office lease/rent • General office expenses |
| Leveraging of Other Marketing Funds | <p><i>Tourism Vancouver must provide details regarding what steps they undertook to leverage funding over the year.</i></p> <p><i>Additionally, Tourism Vancouver must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report.</i></p> |

By signing this form, you certify the accuracy and completeness of the information provided above.

| | |
|---|--|
| | |
| Tourism Vancouver's Authorized Signing Authority Name | Tourism Vancouver's Authorized Signing Authority Title |
| Date | Tourism Vancouver's Authorized Signing Authority Signature |

SCHEDULE E FIVE-YEAR STRATEGIC BUSINESS PLAN

Designated Recipient: _____

Designated Accommodation Area: _____

Date Prepared: _____

Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

| Section 1: Five-Year Strategic Overview | |
|--|---|
| Vision and Mission | <ul style="list-style-type: none"> <i>The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.</i> <i>The Mission is present focused, reason for being, a roadmap, concrete, and measurable.</i> |
| Strategic Context | <ul style="list-style-type: none"> <i>The Strategic Context will be developed by conducting a situation analysis. The situation analysis should include current trends, forecasts and areas of priority to address the following:</i> <ul style="list-style-type: none"> <i>What are the current economic and tourism conditions?</i> <i>What challenges and opportunities exist?</i> <i>Key learnings.</i> |
| Overall Goals, Objectives and Targets | <ul style="list-style-type: none"> <i>Goals and Objectives are the quantifiable results the recipient expects to achieve over the five year period. Goals should be realistic, achievable, yet challenging and should include a timeline.</i> <i>Example objectives include amount of MRDT revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels.</i> <i>Targets should be identified for all objectives for the five year period.</i> |
| Strategies - Key Actions | <ul style="list-style-type: none"> <i>Strategies describe the broad direction the community will take to achieve the stated goals and objectives.</i> <i>Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.</i> <i>Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies:</i> <ul style="list-style-type: none"> <i>Examples of promotional strategies are social media, media relations, advertising, joint or levered promotions, or consumer shows.</i> <i>Destination development and product experience strategies may include</i> |

| | |
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| | <p><i>those addressing infrastructure and policy issues, or products for tourism development.</i></p> <ul style="list-style-type: none"> ◦ <i>Visitor services strategies may include approaches to satisfy visitor information needs.</i> ◦ <i>Provide a description of the overall resource allocation by major category</i> ◦ <i>List key actions for each year of the five year period with more detail in the first three years.</i> |
| Brand Positioning | <ul style="list-style-type: none"> ◦ <i>A statement that clearly defines how the community will be positioned and the rationale.</i> ◦ <i>This positioning statement should provide direction for product development and promotional activities.</i> ◦ <i>Brand positioning may include other communities clustered within a larger area.</i> |
| Target Markets | <ul style="list-style-type: none"> ◦ <i>The types of visitors that are priorities for the community, stating primary and secondary target markets.</i> ◦ <i>Geographic target markets, demographic, and activity-based target groups.</i> |
| Management, Governance, and Administration | <ul style="list-style-type: none"> ◦ <i>A description of the proposed management, governance and administration process for the activities and funds.</i> ◦ <i>For example, whether the applicant will be carrying out the proposed activities or, in the case of a municipality or regional district, whether a service provider such as a local tourism association or other organization will be responsible for carrying out the proposed activities.</i> ◦ <i>The applicant remains responsible for monitoring and reporting on the use of funds, even where the activities are delegated.</i> |
| Sources of Funding | <ul style="list-style-type: none"> ◦ <i>Other available sources of funding to fund tourism marketing, programs and projects in addition to the MRDT.</i> ◦ <i>Funds from the MRDT must be incremental to existing sources of funding.</i> ◦ <i>The funds from the MRDT must not replace existing sources of tourism funding in the community.</i> |

SCHEDULE F

TOURISM EVENTS PROGRAM

British Columbia's ("B.C.") tourism sector is a key economic driver in the provincial economy, helping to create jobs and keep the province diverse, strong and growing. B.C. is a nationally and internationally renowned destination, with spectacular communities in close proximity to the wilderness, and an excellent reputation for providing worthwhile experiences for travellers.

Understanding that tourism is one of the world's most competitive industries, the Province has launched a new **Tourism Events Program**, designed to support world class events that can enhance the volume of visitors to B.C. and increase national and global recognition for the province.

Building on the successes B.C. has seen through events with high tourism value and provincial significance, including the 2015 SIGGRAPH conference, the FIFA World Cup and the Canada Winter Games, the Tourism Events Program will support a wide range of events, including conferences, arts and cultural events, and nationally or internationally recognized competitive sporting events.

Funding available through the Tourism Events Program is **limited** and will be prioritized to only support proposals that offer the following opportunities for the province:

1. Raise awareness nationally and internationally of the province's tourism brands; and
2. Motivate Canadians and people from other countries to travel to B.C.

All applications must further meet the following **criteria**. The events must:

1. Offer **high tourism value**, resulting in incremental visitor expenditures and other economic benefits that exceed the Province's contribution (such as: lengthen the tourism season; expanded event scope to encourage longer visitation);
2. Engage the local community(ies) and **attract a significant volume of visitors** to B.C. and to local communities;
3. Align with provincial, regional and/or community tourism **marketing strategies**; and
4. Be **supported** by the local community(ies).

Only proposals meeting all the program criteria will be considered.

Applying for the Tourism Events Program

While there is no set application template, all event proposals must include the following information:

- **A description** of the proposed event and how the event criteria are met.
- An event **business case** including funding sources, business model, and level of support from the community(ies), local stakeholders and relevant organizations, and strategies to ensure event success.
- **Target market(s), participants and strategies** to attract national and international attention.
- Analysis on the **return on investment** and anticipated tourism and economic benefits to the host community(ies) and the province during the event period, these can include:
 - Expected increase in visitation or hotel occupancy;
 - Expected increase in tourism revenue;
 - Expected increase in local and/or provincial employment;
 - Expected media exposure; and
 - Expected number of national and international media on site.
- Expected **long-term** tourism, social and economic benefits to British Columbia.

All proposals will be assessed according to the stated program criteria and applicants must be prepared to demonstrate how their proposals meet these criteria.

A final event report, including key tourism and economic outcomes, is required for all funded events. Recipients must demonstrate a coordinated and effective use of program funds. The report will be the basis of reporting back to communities and other entities making payments to the Tourism Events Program.

Inquiries and proposals can be sent to MRDT@destinationbc.ca