



Municipal and Regional District Tax Program Requirements

Fall 2015

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1. Overview

The purpose of this document is to outline the requirements for the Municipal, Regional, and District Tax Program (“MRDT program”) and provide guidance and assistance to municipalities, regional districts, and eligible entities (“designated recipients”) applying for or renewing the Municipal, Regional, and District Tax (“the tax”) within their communities. This document includes application materials and other forms and templates to assist with application, renewal, and reporting requirements.

Designated Recipient: *The municipality, regional district or eligible entity that receives the revenue from the tax in a designated accommodation area.*

2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/12035_00)

imposes a tax of up to three percent on the purchase price of accommodation in a specified geographic area of the province (“designated accommodation area”) on behalf of a designated recipient.

Designated Accommodation Area: *A specified geographic area of the province in which the tax will be applied on behalf of a designated recipient.*

3. Program Purpose

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry of Jobs, Tourism and Skills Training, and Destination British Columbia.

The MRDT program is one of a number of supports available to enhance tourism marketing in BC. The MRDT program is intended to help grow BC revenues, visitation and jobs, and amplify BC’s tourism marketing efforts in an increasingly competitive marketplace. To promote a coordinated and efficient use of funds, the following **MRDT program principles** have been adopted:

- Effective tourism marketing, programs and projects
- Effective local-level stakeholder support, and inter-community collaboration
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics
- Fiscal prudence and accountability.

4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/93_2013) sets out the authorized purposes

for funds collected under the MRDT program. Authorized purposes are tourism marketing, programs and projects, and any other prescribed purposes as set out in the regulation.

The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by both local governments and tourism industry stakeholders.

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community.

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan, and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".) Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information).

Designated recipients are expected to effectively manage administrative costs related to MRDT projects. Administration costs, where applicable, include:

- 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

Considerable scrutiny will be applied to ensure that MRDT program funds are used for authorized tourism purposes.

5. Eligible Applicants

5.1 Designated Recipients

The following are eligible to be a designated recipient under the MRDT program:

- Municipalities
- Regional districts
- Eligible entities.

Under the *Provincial Sales Tax Act*, to qualify as an eligible entity, an applicant must:

- Be a not-for-profit business association (e.g. a society incorporated under the *Society Act*; entities incorporated under the *Business Corporations Act* are not eligible). Note that a not-for-profit society whose specific purpose is tourism marketing is preferred.
- Have a place of business in the designated accommodation area

- Be actively engaged in tourism marketing, programs or projects in the designated accommodation area.

5.2 Designated Accommodation Area

The designated accommodation area may be:

- A whole municipality, but not a portion of a municipality
- A whole regional district or a portion of a regional district
- A combination of municipalities and portions of regional districts.

The tax may be levied in more than one municipality or regional district on behalf of a single designated recipient.

There can be no overlap with any other designated accommodation area in which the tax applies.

Generally, an electoral area is the smallest portion of a regional district that may be prescribed as a designated accommodation area.

5.3 Delegation of Administration

Municipalities and regional districts may either administer the MRDT program directly or delegate administration to a service provider (such as a destination marketing organization). The municipality or regional district remains the designated recipient and remains fully responsible for compliance with all MRDT program requirements.

Eligible entities are not permitted to delegate the administration of the MRDT program to a service provider.

The Province does **not** mediate disputes between municipalities or regional districts and their service providers. A service agreement that details the deliverables and conflict resolution procedure is strongly recommended.

6. MRDT Program Overview

6.1 How the MRDT Program Works

Applicants may apply to request that the Province levy the tax on their behalf in a designated accommodation area.

The tax applies to purchases of taxable accommodation within the designated accommodation area. The tax is collected by the Province on behalf of the designated recipient.

The Province charges each designated recipient a fee to recover the cost to government for administering and enforcing of the tax. The fee is \$20 per month per accommodation provider in the designated accommodation area and is subject to change.

Funds equal to the tax collected in the designated accommodation area minus the administration fee are forwarded to the designated recipient on a monthly basis.

For new and renewal applications, the tax will be implemented for a period of five years. To extend the tax for an additional five-year period, a designated recipient must re-apply. There is no restriction on the number of times a designated recipient can apply to renew the tax.

Under the *Provincial Sales Tax Act*, **all** designated recipients must account annually to the Province on how MRDT program funds are spent (refer to Section 10: Annual Performance Management and Reporting Requirements).

6.2 Three Percent Rate

The *Provincial Sales Tax Act* was amended in 2015 to increase the maximum tax rate on the purchase of accommodation that may be imposed in a designated accommodation area from two percent to three percent of the purchase price of the accommodation.

Increasing the rate of tax is optional. A designated recipient may request a change in the rate of the tax to three percent of the purchase price of the accommodation prior to their renewal date by submitting a complete application containing all requirements listed in Section 7: Application Requirements. If approved, the tax will be renewed at the new rate for another five-year period. Designated recipients not subject to renewal requirements will be required to submit a complete application for the new rate one time only.

It is intended that designated recipients implementing a rate of three percent will sponsor and contribute to a provincial Tourism Events Program. Under this program, 0.2 percentage points of the incremental one percent of the tax will contribute to a provincially-led program to support tourism events that are expected to increase tourism to or within British Columbia.

Designated recipients with a three percent tax rate will be subject to enhanced reporting requirements (refer to Appendix 2.2 for further details).

6.3 Key Timelines

New applications for the tax and applications for rate changes must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications must be submitted at least **six** months in advance of the end of the five-year term of the tax (“repeal date”).

Under extraordinary circumstances, designated recipients may make a written request to the Minister of Finance for an extension of the application deadline.

Failure to submit a completed application by the deadline may result in the tax ceasing to apply in a particular designated accommodation area.

7. Application Requirements

New applications, rate changes, and renewal application requirements include consultation and support from local governments, tourism industry stakeholders and accommodation providers. The application must include **all** of the following information and be submitted as a single complete package:

- A completed application form (refer to Appendix 1.1) signed by an authorized signing authority of the municipality, regional district or eligible entity that confirms that all program requirements have been met and all required documents are included in the application package.
- A Five-Year Strategic Business Plan with first year tactical details that meets all the requirements set out in Appendix 1.2. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements on page 7.
- Evidence that the funds from the tax are incremental to existing sources of tourism funds. The funds from the tax are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community. An applicant must note any additional funding sources that will be available to support the Five-Year Strategic Business Plan.
- Evidence of consultation and support from local governments.
 - **If a municipality is applying,** the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district's Board of Directors.
 - **If a regional district is applying,** the regional district must provide evidence that all municipalities within the regional district have been consulted and agree with the tax being imposed in the regional district. Evidence must be in the form of letters of support from the municipality(ies).
 - **If an eligible entity is applying,** the entity must provide evidence that all municipalities and regional districts within the designated accommodation area have been consulted and agree with the tax being imposed in the designated accommodation area on behalf of the eligible entity. Evidence must be in the form of letters of support from the municipality(ies) and regional district(s).
 - In the case of a conflict between a municipality, regional district or eligible entity about who the designated recipient is for an application or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.
- Evidence of authority and request to impose the tax.
 - **If a municipality is applying,** the municipality must pass a bylaw that requests the Province levy the tax on its behalf and provide a copy of the bylaw with the application.
 - **If a regional district is applying,** the regional district must pass a resolution that requests the province levy the tax on its behalf and provide a copy of the resolution with the application. The regional district must also provide evidence of its authority to use funds for the intended purpose either through letters patent or statutory authority.
 - **If an eligible entity is applying,** the eligible entity must submit a letter that requests the province levy the tax on its behalf. The eligible entity must also provide evidence of its

- authority to use funds for the intended purpose by submitting copies of its certificate of incorporation, articles of incorporation, constitution and bylaws.
- The bylaw, resolution or letter must contain the following information:
 - Rate of tax to be imposed
 - Description of the geographic area in which the tax is to be imposed
 - Purpose for the funds
 - Desired effective date of the tax.
 - Documentation on how the MRDT program, including revenue, will be administered (e.g. directly by the designated recipient or through a service provider). If a municipality or regional district is proposing to delegate administration of the program to a service provider, the name and address of the service provider must be included.
 - Evidence of consultation with tourism industry stakeholders
Evidence that the applicant has consulted with and received broad support from tourism industry stakeholders within the designated accommodation area in respect of the application. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions.
 - An Accommodation Directory Form that lists all of the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area (refer to Appendix 1.3). While the Province is able to provide an applicant with the names and addresses of registrants under the *Provincial Sales Tax Act*, it remains the responsibility of the designated recipient to ensure the accommodation directory is a complete and accurate list. For further information on taxable and exempt accommodation, please see PST Bulletin 120 Accommodation (refer to http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).
 - An Accommodation Sector in Support of MRDT Form (refer to Appendix 1.4) that provides evidence that an applicant has sufficient support from accommodation providers who offer taxable accommodation within the designated accommodation area. The minimum required level of support is at least 51 percent of the accommodation providers representing at least 51 percent of the total number of units of accommodation offered by those accommodation providers in the designated accommodation area. Higher support from accommodation providers will increase the likelihood that an application will be approved, providing all other requirements are met. The

Tourism industry stakeholders: Examples may include, but are not limited to, the following within the designated accommodation area:

- Accommodation providers;
- Attractions, sightseeing, activities and other primary tourism businesses;
- Restaurants, retail and other tourism related businesses;
- Regional and local tourism associations;
- Product Sector organizations;
- Parks and recreation;
- Visitor Centres; and
- Other government agencies and organizations that have programs and services that relate to tourism.

For more information on taxable or exempt accommodation refer to PST Bulletin 120 Accommodation http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf.

applicant is required to make its Five-year Strategic Business Plan available to accommodation providers.

- Confirmation that Destination British Columbia has been consulted to ensure that proposed spending is coordinated and does not duplicate Destination British Columbia's broader promotional programs and is complementary to provincial marketing strategies and tactics.
- Third Party Authorization Form. If the designated recipient wishes the Province to discuss the application with their service provider the designated recipient must sign and submit the Third Party Authorization Form (refer to Appendix 1.5).
- Disclosure of Information Authorization Form. Applicants must authorize the Ministry of Finance to share information about the designated recipient in respect to the MRDT program with Destination British Columbia and the Ministry of Jobs, Tourism and Skills Training for the purpose of program administration and evaluation, and development of provincial tourism policy (refer to Appendix 1.6).
- A signed Tourism Events Program Sponsorship Undertaking if the application is for a three percent tax rate (refer to Appendix 1.7).

8. Application Procedure

Complete application packages must be submitted in PDF format by email to Destination British Columbia (MRDT@destinationbc.ca). The applicant will receive an email from Destination British Columbia confirming receipt of the application package.

Applicants may be contacted to provide additional information.

Failure to provide complete and accurate information may result in the application being delayed, returned or rejected.

Applicants can find more information about application timelines in Section 6.3.

9. Upon Approval of Application

If the application is approved by Cabinet, the *Designated Accommodation Area Tax Regulation* will be amended to prescribe the designated recipient, the designated accommodation area, the rate of tax, the effective date of the tax, the repeal date of the tax if applicable, and the approved uses of the revenue from the tax for a five-year period.

The applicant will be informed by the Ministry of Finance when the amendment to the *Designated Accommodation Area Tax Regulation* has been made and will be given information on when the tax will come into effect.

For new applications, the tax will be implemented effective the first day of the month that is three full months after the month in which the tax was approved. For example, if Cabinet approves the tax in

May, the tax will be implemented in the designated accommodation area beginning September 1. This provides sufficient time for accommodation providers to prepare to collect the tax.

For rate changes, the new tax rate will be implemented effective the first day of the month that is one full month after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the new tax rate will be implemented in the designated accommodation area beginning July 1.

The Consumer Taxation Programs Branch of the Ministry of Finance will provide information on the procedures for collecting and remitting the tax to all accommodation providers required to collect and remit the tax. Accommodation providers may also refer to PST Bulletin 120 *Accommodation* (refer to http://www.sbr.gov.bc.ca/documents_library/bulletins/pst_120.pdf).

10. Annual Performance Management and Reporting Requirements

Under the *Provincial Sales Tax Act*, all designated recipients must account annually to the Province for how money received from the tax has been spent. Therefore, **all designated recipients** must submit an **Annual Performance Report**, a **Financial Report**, and a **One-Year Tactical Plan**, signed by the authorized signing authority of the designated recipient, annually to the Province (email to MRDT@destinationbc.ca).

Annual Performance Report:

- Designated recipients must report on performance metrics related to the four MRDT program principles.
- Designated recipients with a three percent tax rate will be subject to additional reporting requirements.
- The Annual Performance Report must also include a summary of the tactics, activities and key outputs and outcomes.
- A template for the Annual Performance Report is provided in Appendix 2.2.
- **The Annual Performance Report must be submitted by April 30 of each year.**

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

Financial Report:

- The Financial Report must include a detailed budget for the year ending and the year ahead. The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes.
- The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan.
- The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.
- A template for the Financial Report is provided in Appendix 2.1
- **The Financial Report must be submitted by April 30 of each year.**

One-Year Tactical Plan:

- The One-Year Tactical Plan must include:
 - A brief overview of the strategic direction from the Five-Year Strategic Business Plan.

- Key strategies for the year, if different from the Five-Year Strategic Business Plan, and key target markets.
- Detailed tactics for the next year, including details about tactics and activities, as well as a proposed budget for the next year.
- Performance measures for next year, including expected outputs, outcomes, and performance metrics. The performance measures must relate to the MRDT program principles (as outlined in Appendix 2.2).
- The One-Year Tactical Plan should be made available to tourism industry stakeholders.
- A suggested template for the One-Year Tactical Plan is provided in Appendix 2.3.
- **The One-Year Tactical Plan must be submitted by November 30 of each year, commencing November 30, 2016.** If plans are available earlier, please submit as they become available.

Please note:

- Designated recipients from larger communities (those that have the capacity for ongoing multi-year planning and reporting) may be asked to provide their multi-year rolling business plans annually for the purpose of program administration and evaluation.
- Designated recipients not subject to the renewal application requirements must submit a Five-Year Strategic Business Plan every five years. The first Five-year Strategic Business Plan must be submitted to the Province **by November 30, 2016.**

11. Amendments

The *Designated Accommodation Area Tax Regulation* sets out the designated recipient, the designated accommodation area, the rate of the tax, the repeal date of the tax, and the approved uses of the revenue from the tax for a five-year period. Any other use of the revenue is prohibited.

Requests for interim changes to the designated recipient or the designated accommodation area will not be considered. Changes to the designated recipient or the designated accommodation area can only be made in a renewal application.

Proposed changes in the use of revenue from the tax by the designated recipient that require amendments to the *Designated Accommodation Area Tax Regulation* will generally only be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects.

Designated recipients do not require approval from the Province for changes in marketing tactics previously submitted in their one-year Tactical Plan (as part of their application package or submitted with the annual review), as long as the tactics are consistent with the overall approved five-year Strategic Business Plan.

Any other material changes, that are significant shifts in the direction set out in either the One-Year Tactical Plan or the Five-Year Strategic Business Plan, must be submitted to Destination British Columbia for approval in advance of the change being implemented.

12. Monitoring, Compliance, and Termination

Designated recipients are required to comply with all MRDT program requirements, including eligible use of funds and annual reporting requirements. The Minister of Finance may terminate the tax in a designated accommodation area if the designated recipient is found to be in non-compliance with MRDT program requirements, and the non-compliance is not corrected in a timely manner.

The Ministry of Finance undertakes various compliance related activities as part of the administration of provincial consumption taxes, including the MRDT program, to ensure that all amounts due are remitted. The tax is levied under the *Provincial Sales Tax Act*. Any compliance activities undertaken in relation to the tax are carried out as part of those conducted for the Provincial Sales Tax (“PST”) according to the schedules and guidelines established for PST.

The Ministry of Finance will review specific lead information provided (for example, a hotel operating without collecting applicable taxes) and will make a determination as to whether any additional follow up may be necessary. The Ministry may conduct any further investigation deemed warranted.

A designated recipient may make a written request to the Minister of Finance to have the tax cease before the scheduled repeal date.

If the tax ceases in a designated accommodation area for any reason (e.g. failure to submit a completed renewal application on time, written request for early termination, or termination for non-compliance) a new application to impose the tax in that designated accommodation area would be required and it would be subject to the normal processing time associated with new applications.

13. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at MRDT@destinationbc.ca or by phone at 604-660-6391.

For information on the **administration and enforcement of the tax**, please contact the Ministry of Finance:

Toll-free from anywhere in Canada call:

1-877-388-4440 Fax: 250-356-2195

E-mail: CTBTaxQuestions@gov.bc.ca

Please complete all MRDT application requirements and send to MRDT@destinationbc.ca in **one complete package** in PDF format.

Appendix 1.1 Municipal and Regional District Tax Application Form

Legal Name of Applicant: _____
Designated Accommodation Area: _____
Rate of Tax (up to 3%): _____
Implementation or Renewal Date: _____

Check when completed	Requirement
<input type="checkbox"/>	<i>Five-year Strategic Business Plan (Appendix 1.2)</i>
<input type="checkbox"/>	<i>Evidence that funds from the tax are incremental to existing sources of tourism funds</i>
<input type="checkbox"/>	<i>Evidence of consultation and support, as applicable, from local governments</i>
<input type="checkbox"/>	<i>Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)</i>
<input type="checkbox"/>	<i>Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible entities only)</i>
<input type="checkbox"/>	<i>Documentation of how the MRDT program, including revenue, will be administered (where applicable)</i>
<input type="checkbox"/>	<i>Evidence of consultation with tourism industry stakeholders</i>
<input type="checkbox"/>	<i>Accommodation Directory Form (Appendix 1.3)</i>
<input type="checkbox"/>	<i>Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)</i>
<input type="checkbox"/>	<i>Confirmation of consultation with Destination British Columbia</i>
<input type="checkbox"/>	<i>Third party Authorization Form (Appendix 1.5, where applicable)</i>
<input type="checkbox"/>	<i>Disclosure of Information Authorization Form (Appendix 1.6)</i>
<input type="checkbox"/>	<i>Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)</i>

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.2 Five-Year Strategic Business Plan

A municipality, regional district or eligible entity interested in applying for the Municipal and Regional District Tax or a renewal of the Municipal and Regional District Tax must submit an application as set out in the MRDT Program Requirements. A Five-Year Strategic Business Plan is required **at time of application**. This Five-Year Strategic Business Plan must include a detailed One-Year Tactical Plan for the first year of program implementation. Each year (years two through five of the program), the One-Year Tactical Plan must be updated and resubmitted (by November 30th) to reflect current marketing activities for the year as part of the annual reporting obligations. A separate template has been provided to guide the development of these year two through five plans (refer to Appendix 2.3).

The Five-Year Strategic Business Plan must encompass the five-year period covered by the application and it **must** include the following elements:

- Section 1: Five-year strategic overview with identified targets and actions for the five year period
- Section 2: One-Year Tactical Plan with performance measures, and
- Section 3: Detailed Budget for Year One

Your Five-Year Strategic Business Plan must adhere to the MRDT program principles.

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. The applicant and designated recipients not subject to renewal applications are required to make their Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements.

Your Five-Year Strategic Business Plan must identify marketing strategies, key markets and targets that the community will focus on to build its tourism business and the steps it needs to take to achieve desired results.

Your Five-year Strategic Business Plan should answer the following key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of growth does your community want to achieve (in the short and long term)?
- How will your community achieve these objectives?
- What type of tourism products will you need?
- What type of visitor are you hoping to attract?

Please contact Destination British Columbia at MRDT@destinationbc.ca for any questions.

For more information on tourism business planning, please visit Destination British Columbia's website (refer to www.destinationbc.ca/Resources/Developing-a-Tourism-Plan.aspx).

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

Five-Year Strategic Business Plan Template

Designated Recipient: _____
Community Name: _____
Date Prepared: _____
MRDT Term Expiry Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Five-Year Strategic Business Plan may be developed specific to your community needs and resources, but must include all required sections of the Five-Year Strategic Business Plan listed below.** If using this template, 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 is an integral part of this Five-Year Strategic Business Plan and 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</i>

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	<p><i>relations, advertising, joint or levered promotions, or consumer shows.</i></p> <ul style="list-style-type: none"> ○ <i>Destination development and product experience strategies may include those addressing infrastructure and policy issues, or products for tourism development.</i> ○ <i>Visitor services strategies may include approaches to satisfy visitor information needs.</i> <ul style="list-style-type: none"> ● <i>Applicants should provide a description of the overall resource allocation by major category</i> ● <i>Applicants should list key actions for each year of the five year period with more detail in the first three years.</i>
Brand Positioning	<p><i>Please provide the following:</i></p> <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	<p><i>Please provide:</i></p> <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	<p><i>Please provide:</i></p> <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>Please indicate 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>

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

<p>Major Category: <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i></p>		
<p>Activity Title: <i>Please provide the title of activity.</i></p>		
<p>Tactics:</p> <p><i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i></p>		
<p>Implementation Plan:</p> <p><i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i></p>		
<p>Performance Measures:</p> <ul style="list-style-type: none"> • <i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i> • <i>Report out annually on the performance measures (refer to Appendix 2.2).</i> • <i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> ○ <i>Effective tourism marketing, programs and projects</i> ○ <i>Effective local-level stakeholder support, and inter-community collaboration</i> ○ <i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i> ○ <i>Fiscal prudence and accountability.</i> • <i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> ○ <i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i> ○ <i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i> • <i>Examples only:</i> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <p><u>Output Measures:</u></p> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> </td> <td style="vertical-align: top;"> <p><u>Outcome Measures:</u></p> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i> </td> </tr> </table> 	<p><u>Output Measures:</u></p> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> 	<p><u>Outcome Measures:</u></p> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i>
<p><u>Output Measures:</u></p> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> 	<p><u>Outcome Measures:</u></p> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i> 	

Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
	Carry-forward from previous calendar year	
	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		Budget \$
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 (please describe)	
	Subtotal	
Destination & Product Experience Management		
	Destination & Product Experience Management Staff – wage and benefits	
	Industry development and training	
	Product experience enhancement and training	
	Research and evaluation	
	Other (please describe)	
	Subtotal	
Visitor Services		
	Visitor services activities	
	Other (please describe)	
	Subtotal	
Meetings and Conventions		
	Meetings, conferences, conventions, sales, events etc.	
	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 – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	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		

Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: _____ **Rate of Tax (2% or 3%):** _____

The Municipal and Regional District Tax is being proposed or is up for renewal in your municipality/region. The Municipal and Regional District Tax is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant’s Five-year Strategic Business Plan**. Accommodation providers may request a copy of the Five-year Strategic Business Plan from the applicant.

The Municipal and Regional District Tax will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.**

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization of a Third Party Representative

I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.

Name of Representative: _____

Organization: _____

Address: _____

Phone Number: _____ Fax Number: _____ Email: _____

Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Jobs, Tourism and Skills Training and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization

- I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Jobs, Tourism and Skills Training and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.7 Tourism Events Program Sponsorship Undertaking For 3% Applications Only

Name: _____

Address: _____

Fax Number: _____

Designated Recipients: _____

Designated Accommodation Area: _____

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3% (“3% MRDT”), the Applicant agrees that, subject to approval of its application and implementation of the 3% MRDT, the Applicant will sponsor the provincial Tourism Events Program as further described in Schedule A as may be amended by the Province from time to time, as long as the 3% MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3% MRDT in the Designated Recipient’s Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the “Province”) in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3% MRDT Collections (as defined in Schedule B hereto) collected in the Designated Recipient’s Designated Accommodation Area; and
- The Province retaining a portion of the 3% MRDT it collects as agent of the Designated Recipient by way of set-off in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3% MRDT Collections in accordance with Schedule B.

Applicant’s Authorized Signing Representative Name	Applicant’s Authorized Signing Representative Title
Date	Applicant’s Authorized Signing Representative Signature

Schedule A

Tourism Events Program Overview

British Columbia's tourism sector is a key economic driver in the provincial economy, helping to create jobs and keep the province diverse, strong and growing. British Columbia is an internationally renowned destination, with spectacular communities in close proximity to wilderness, and an excellent reputation for delivering remarkable 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 British Columbia and increase global recognition for the province.

Building on the successes British Columbia has seen through events with high tourism value and provincial significance, such as the FIFA World Cup and the Canada Winter Games, the Tourism Events Program will support a wide range of events, including arts, cultural or internationally recognized competitive sporting events.

Funding available through the Tourism Events Program is **limited** and it is expected that there will be considerable interest. Funding will be prioritized to only support events that offer the following opportunities for the province:

- Raise awareness nationally and internationally of British Columbia's tourism brands; and
- Motivate Canadians and people from around the world to travel and experience British Columbia's natural beauty and/or world class infrastructure.

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**;
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. Priority will be given to proposals that offer the greatest tourism and economic impact.

Applying for the Tourism Events Program

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) during the event period, these can include:
 - Expected visitation or hotel occupancy;
 - Expected tourism revenue;
 - Expected local employment;

- Expected media exposure;
- Expected number of national and international media on site; and
- Expected **long-term** tourism, social and economic benefits to British Columbia.

All event 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 projects.

Funding recipients must demonstrate a coordinated and effective use of program funds.

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

Schedule B
Sponsorship Payments and Payments to the Designated Recipient
Of 3% MRDT Revenue

Provincial Payment to the Designated Recipient

The following table illustrates how the Province will calculate the monthly payments it makes to the Designated Recipient in accordance with the *Provincial Sales Tax Act* and with this undertaking to sponsor the provincial Tourism Events Program, as may be amended from time to time by the Province.

Monthly Payments to Designated Recipient

Adjustment/ Result	
	Monthly gross collections of the 3% MRDT [tax collected under sections 123, 123.2(3) and 123.3(3) of the <i>Provincial Sales Tax Act</i>]
Plus or Less:	Ministry of Finance collection/audit assessment adjustments in respect of previous periods
Less:	MRDT collection/administration fee [set by the Ministry of Finance from time to time]
Equals:	Net Distributable 3% MRDT Collections
Less:	Sum of all Sponsorship Payments in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	Total Payment to Designated Recipient in a month

Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report **by April 30th of each year**.

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date (if applicable): _____
Total MRDT Funds Received: _____
Year Ending: _____

Section 1: Actual Spending by Market

Add more rows as needed.

Geographic Market	MRDT \$ 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 <i>(Please specify)</i>				
Total				

Section 1: MRDT Budget Variance Report
*Designated recipients **must** complete the table as provided below.*

Revenues		Current Year		
		Budget \$	Actual \$	Variance
	Carry forward from previous calendar year			
	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		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			
	<i>Subtotal</i>			
	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			
	<i>Subtotal</i>			
	Visitor Services			
	Visitor Services activities			
	Other (please describe)			
	<i>Subtotal</i>			
	Meetings and Conventions			

Expenses		Budget \$	Actual \$	Variance
	Meetings, conventions, conferences, sales, events etc.			
	<i>Subtotal</i>			
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 – workstation related costs (i.e. computers, telephone, support, networks)			
	Office lease/rent			
	General office expenses			
	<i>Subtotal</i>			
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 the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient’s service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by April 30th of each year.**

All designated recipients are required to fill in the sections below.

Only those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

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

Designated Recipient: _____ **Report Completed:** dd-mm-yr
Designated Accommodation Area: _____ **Reporting period: Jan 1- Dec 31 – yr***
*or for first year of term, indicate accordingly

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	Designated Recipient Response		
MRDT Revenue	<i>Report on the total annual MRDT revenue received by the Designated Recipient. The period should be between January 1 to December 31 of the reporting year (or portion thereof in the first year of reporting).</i>		
MRDT activities, tactics, investment efforts and outcomes (as per your One-Year Tactical Plan)	<i>Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period indicated above.</i> <i>Metrics will vary by tactic. Example metrics include:</i> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <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 style="width: 50%; vertical-align: top;"> <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.
<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. 		
Key Learnings	<i>Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.</i>		

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	Designated Recipient Response
Extent of Local-level Stakeholder Engagement	<p><i>Report on the engagement activities they have undertaken annually to ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.</i></p> <p><i>Example of metrics include the number and descriptions of:</i></p> <ul style="list-style-type: none"> • <i>Outreach communications (such as newsletters, marketing plans and annual reports)</i> • <i>Conferences, engagement sessions, or annual general meetings.</i>
Stakeholder Satisfaction	<p><i>Only for designated recipients collecting 3% tax:</i> <i>The designated recipient must conduct an annual stakeholder survey to:</i></p> <ul style="list-style-type: none"> • <i>Assess the level of awareness of tourism marketing activities in the community (region)</i> • <i>Assess the level of satisfaction with the use of MRDT funds.</i> <p><i>Examples of tourism industry stakeholders may include, but are not limited to, the following within the designated accommodation area:</i></p> <ul style="list-style-type: none"> • <i>accommodation providers;</i> • <i>attractions, sightseeing, activities and other primary tourism businesses;</i> • <i>restaurants, retail and other tourism related businesses;</i> • <i>Regional and local tourism associations;</i> • <i>Product Sector organizations;</i> • <i>Parks and recreation;</i> • <i>Visitor Centres; and</i> • <i>Other government agencies and organizations that have programs and services that relate to tourism.</i> <p><i>The designated recipient must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.</i></p> <p><i>The designated recipient must seek Destination British Columbia’s feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.</i></p>
Community Collaboration	<p><i>Only for designated recipients collecting 3% tax:</i> <i>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.</i></p>

Mandatory Metric	Designated Recipient Response
Community Collaboration	<p><i>Examples of collaborative activities include:</i></p> <ul style="list-style-type: none"> • <i>Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas</i> • <i>Meetings and discussions with other tourism industry stakeholders on shared interests and goals</i> • <i>Integrated planning</i> • <i>Sharing of resources on content and asset development</i> • <i>Aligned product development</i> <p><i>Cooperative and or partnered marketing campaigns/initiatives</i></p>
<p>3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics: 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	Designated Recipient Response
Provincial Alignment	<p><i>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 One-Year Tactical Plan.</i></p> <p><i>Examples of actions taken could include:</i></p> <ul style="list-style-type: none"> • <i>Refer to Destination British Columbia's strategic plan and regional plans</i> • <i>Liaise/consult with regional and/or provincial staff during strategic/tactical plan development</i> • <i>Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases</i> • <i>Attendance at provincial marketing and/or planning sessions</i> • <i>Attendance at regional marketing and/or planning sessions</i> • <i>Attendance at regional annual conferences/marketing presentations.</i>
Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities	<p><i>Only for designated recipients collecting 3% tax:</i> <i>Report on actions taken to 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>The designated recipient 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	Designated Recipient Response
Effective Financial Management	<i>The designated recipient must provide a completed Financial Report (refer to Appendix 2.1) that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and certify that all of the revenue was used solely for purposes as approved in their One-Year Tactical Plan.</i>
Streamlined Administrative Costs	<i>The designated recipient must identify and include all administrative costs as outlined in Appendix 2.1 and in accordance to the definition provided in the MRDT Program Requirements (Section 4: Eligible Use of Funds).</i>
Leveraging of Other Marketing Funds	<p><i>The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.</i></p> <p><i>Additionally, the designated recipient must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report (refer to Appendix 2.1).</i></p>

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

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30th each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

One-Year Tactical Plan Template

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
Strategic Direction	<ul style="list-style-type: none"> A brief overview of the strategic direction from the Five-Year Strategic Business Plan, which may include an articulation of the Vision, Mission, Goals and Objectives from the Five-Year Strategic Business Plan.
Key Learnings and Conclusions	<ul style="list-style-type: none"> Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan. Provide an update on progress to date for current year activities.
Overall Goals, and Objectives	<ul style="list-style-type: none"> Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.
Strategies	<ul style="list-style-type: none"> Key Strategies for the year, if different from the Five-Year Strategic Business Plan. If any change in Key Strategies is deemed to be material or a substantial shift from original direction set, then approval from Destination British Columbia will be required before implementation.
Target Markets	<ul style="list-style-type: none"> The types of visitors that are priorities for your community for the next year, stating primary and secondary target markets. Include geographic target markets, demographic, and activity-based target groups. The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longer vacations.

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

<p>Major Category: <i>(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)</i></p>
<p>Activity Title: <i>Please provide the title of activity.</i></p>
<p>Tactics:</p> <p><i>Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.</i></p>
<p>Implementation Plan:</p> <p><i>For each activity, an implementation plan should include a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.</i></p>

<p>Performance Measures:</p> <ul style="list-style-type: none"> • <i>Please review the tactics listed above and identify expected outcomes and outputs for each.</i> • <i>Report out annually on the performance measures (refer to Appendix 2.2).</i> • <i>The performance measures must align with the four MRDT Program Principles:</i> <ul style="list-style-type: none"> ○ <i>Effective tourism marketing, programs and projects</i> ○ <i>Effective local-level stakeholder support, and inter-community collaboration</i> ○ <i>Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics</i> ○ <i>Fiscal prudence and accountability.</i> • <i>Consider the following definitions when preparing the output and outcome measures:</i> <ul style="list-style-type: none"> ○ <i>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.</i> ○ <i>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.</i> • <i>Examples only:</i> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><u>Output Measures:</u></p> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> </td> <td style="width: 50%; vertical-align: top;"> <p><u>Outcome Measures:</u></p> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i> </td> </tr> </table> 	<p><u>Output Measures:</u></p> <ul style="list-style-type: none"> • <i>Types of marketing activities</i> • <i>Number of event campaigns and results</i> • <i>Description of social media activities and outcomes</i> • <i>Number of media placements</i> • <i>Number of conventions and meeting sales</i> • <i>Webpage visits</i> • <i>Visitor inquiries/calls</i> 	<p><u>Outcome Measures:</u></p> <ul style="list-style-type: none"> • <i>Visitor volume</i> • <i>Visitor nights & visitor spending</i> • <i>Visitor revenues</i> • <i>Average length of stay</i> • <i>Accommodation revenues</i> • <i>Number of new tourism businesses</i>
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Section 3: MRDT Budget for One-Year Tactical Plan

Designated recipients **must** complete the budget table as provided below.

Revenues		Budget \$
	Carry-forward from previous calendar year	
	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		Budget \$
Marketing		
	Marketing staff – wage and benefits	
	Media advertising and production	
	Website - hosting, development, maintenance	
	Social media	
	Consumer Shows, events	
	Collateral production, and distribution	
	Travel media relations	
	Travel trade	
	Other (please describe)	
	Subtotal	
Destination & Product Experience Management		
	Destination & Product Experience Management Staff – wage and benefits	
	Industry development and training	
	Product experience enhancement and training	
	Research and evaluation	
	Other (please describe)	
	Subtotal	
Visitor Services		
	Visitor Services activities	
	Other (please describe)	
	Subtotal	
Meetings and Conventions		
	Meetings, conventions, conferences, and events etc.	
	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 – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	

Expenses		Budget \$
	General office expenses	
	<i>Subtotal</i>	
	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		