



REPORT TO MAYOR AND COUNCIL

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| PRESENTED: | JANUARY 30 2017 – REGULAR AFTERNOON MEETING | REPORT: | 17-10 |
| FROM: | CORPORATE ADMINISTRATION DIVISION | FILE: | 6750-01 |
| SUBJECT: | TOURISM LANGLEY DESTINATION MARKETING ORGANIZATION RENEWAL | | |

RECOMMENDATION:

That Council receive the following Tourism Langley's Board resolutions (1) motion to recommend that ex-officio Councillors transition from non-voting to voting members (carried); and (2) pending the outcome of motion 1, that Tourism Langley will put forward a recommendation at the 2017 AGM that the members endorse the change in Board make-up, giving the Township of Langley two voting Councillors;

That Council receive Tourism Langley's Board December 14, 2016 concurrence for (i) inclusion of a Township staff liaison to Tourism Langley as an ex-officio member; (ii) inclusion of Township representatives on the Executive Director selection committee; (iii) scheduled reviews of Tourism Langley's governance at year 4 of the 5-year Tourism Bylaw renewals; and (iv) enhanced financial reporting;

That Council endorse Tourism Langley's renewal application to the provincial Municipal and Regional District Tax Program (MRDT) to be the destination marketing organization for both the City of Langley and the Township of Langley for a 5-year period (2017-2021) and therein be the designated recipient of MRDT levies collected to support tourism initiatives;

That Council endorse the renewal of the Township's annual Fee-for-Service Agreement with Tourism Langley for 2017 at its current value of \$51,000 annually;

That Council direct the Township staff liaison to have greater involvement and oversight over the administrative, financial and reporting operations and deliverables of Tourism Langley; and

That all of the above being subject to the transition of ex-officio Councillors from non-voting to voting members and passage of a resolution at the 2017 AGM whereby the membership endorses a change in the Tourism Langley Board of Directors composition giving the Township of Langley two voting Councillor members.

EXECUTIVE SUMMARY:

Tourism Langley is a Destination Management Organization (DMO), a not-for-profit society, and is governed by an independent Board of Directors who is mandated to deliver effective marketing strategies that will generate increased visitation, extended stays, more revenues and increased daily expenditures for businesses in the City and Township of Langley.

Tourism Langley is funded through grants, hotel tax levies (MRDT) and through individual Fee-For-Service Agreements with each municipality to provision tourism marketing efforts. Through the Provincial Sales Tax Act, Section 123, the MRDT imposes a tax of up to three (3) percent on the purchase price of accommodation in a specified geographical area on behalf of the designated recipient. Funds collected are paid by the province to the municipality which in turn

is paid-out to the designated recipient. Tourism Langley receives a two (2) percent tax levy virtue of this program, and through this renewal, is seeking to continue a two (2) percent tax levy for the period 2017-2021.

Tourism Langley's current 5-year MRDT term expires in August 1, 2017 and a Council-endorsed renewal application to the provincial government must be received no later than February 1, 2017. Based on the following sequence of requests and responses, staff have made request to the BC Ministry of Finance via the MRDT Program for an application extension to March 31, 2017.

On December 12, 2016, Council made specific requests in writing to Tourism Langley prior to its further consideration of a five-year renewal. These items include:

1. inclusion of two Township Council representatives with voting rights;
2. inclusion of a Township staff liaison to Tourism Langley as an ex-officio member;
3. inclusion of Township representatives on the Executive Director selection committee;
4. scheduled reviews of Tourism Langley's governance at year 4 of the 5-year Tourism Bylaw renewals; and
5. enhanced financial reporting;

On December 14, 2016, Tourism Langley advised in writing that through a Special Closed Meeting of Tourism Langley Board held on December 13, that its Board did not have the authority to take action on Item 1 above as this change to its bylaws would require 2/3 majority vote in support of the change and consequently would be referred to its membership at its Annual General Meeting to be held in May 2017. The letter further stated "Items 2 through 5 – Tourism Langley supports these requests and are willing to implement immediately".

On January 16, 2017, Council reiterated its requests of December 12, 2016 to Tourism Langley.

On January 17, 2017, Tourism Langley held a Board of Directors meeting.

On January 25, 2017, and subsequent to Tourism Langley Directors meeting on January 17, Tourism Langley forwarded the following via email to staff the following motions which were carried in a Special Closed segment of the meeting:

1. Motion to recommend that ex-officio Councilors transition from non-voting to voting members (carried); and
2. Pending the outcome of motion 1, that Tourism Langley will put forward a recommendation at the 2017 AGM that the members endorse the change in Board make-up, giving the Township of Langley two voting Councilors.

PURPOSE:

The purpose of this report is to seek Council's endorsement of Tourism Langley's renewal application to the provincial Municipal and Regional District Tax Program (MRDT) to be the destination marketing organization for both the City of Langley and the Township of Langley for a 5-year period (2017-2021) and therein be the designated recipient of MRDT levies collected to support tourism initiatives.

With the current 5-year MRDT term expiring in August 1, 2017, Tourism Langley has prepared a renewal application to the provincial government. Remittance is required by February 1, 2017 however staff have requested an extension to March 31, 2017 and await response. Specific deliverables are required in the province's application process to the MRDT, and of which Council must 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.

Further, as the annual Fee-for-Service Agreement between the Township and Tourism Langley has expired effective December 31, 2016, this report seeks Council's endorsement to renew the annual agreement at its current value of \$51,000 annually.

Separately, and in support of each of the above, this report seeks Council's endorsement to direct the Township staff liaison to have both greater involvement and oversight over the administrative, financial and reportings operations and deliverables of Tourism Langley.

BACKGROUND/HISTORY:

On October 17, 2016, Township Council informed Tourism Langley in writing of its resolution to approach Township hotels and other industry stakeholders about the creation of a new, not-for-profit tourism society that would have greater reporting requirements to the Township and its hotels, and a focus on the Township's tourism attractions.

On October 26, 2016, staff held a consultation with the accommodation properties in the Township of which all accommodation properties were invited to. Representatives from (i) Holiday Inn Express & Suites Langley – 85 rooms; (ii) Sandman Langley – 144 rooms; (iii) Sandman Signature Hotel Langley – 196 rooms; and (iv) Princess and the Pea Bed & Breakfast – 6 rooms; participated in this consultation.

On November 1, 2016, virtue of a consultation invitation to 36 other stakeholders in the Township, representatives from 15 other tourism stakeholder entities, including business organizations, sports, equine, wineries, farms, attraction destinations, golf courses, and large seating capacity restaurants participated in this extended consultation process.

On December 12, 2016, Township Council informed Tourism Langley in writing that prior to consideration of endorsing its renewal as its destination marketing organization that it would require Board (i) inclusion of two Township Council representatives with voting rights; (ii) inclusion of a Township staff liaison to Tourism Langley as an ex-officio member; (iii) inclusion of Township representatives on the Executive Director selection committee; (iv) scheduled reviews of Tourism Langley's governance at year 4 of the 5-year Tourism Bylaw renewals; and (v) enhanced financial reporting.

On December 14, 2016, Tourism Langley advised in writing that through a Special Closed Meeting of Tourism Langley Board held on December 13, that its Board did not have the authority to take action on Item 1 above as this change to its bylaws would require 2/3 majority vote in support of the change and consequently would be referred to its membership at its Annual General Meeting to be held in May 2017. The letter further stated "Items 2 through 5 – Tourism Langley supports these requests and are willing to implement immediately".

On December 20, 2016, Township Council gave first 3 readings to Bylaw 2016 No. 5255 Hotel Room Tax (2% Levy) to provide for the collection of an additional tax levy on sales of accommodation within the municipality under the provisions of the Provincial Sales Tax Act for the purposes of and delivery of tourism strategies. This provision would enable the Township to designate either Tourism Langley or a new, not-for-profit society as the recipient of collected levies.

On January 16, 2017, Council reiterated its requests of December 12, 2016 to Tourism Langley.

On January 17, 2017, Tourism Langley held a Board of Directors meeting.

On January 18, 2017, Tourism Langley remitted to staff partial documents in support of its renewal application to the provincial Municipal and Regional District Tax Program (MRDT) to be the destination marketing organization for both the City of Langley and the Township of Langley for a 5-year period (2017-2021).

On January 25, 2017, and subsequent to a January 17 Tourism Langley Directors meeting, Tourism Langley forwarded the following motions via email to staff, which were carried in a Special Closed segment of the meeting:

1. Motion to recommend that ex-officio Councilors transition from non-voting to voting members (carried); and
2. Pending the outcome of motion 1, that Tourism Langley will put forward a recommendation at the 2017 AGM that the members endorse the change in Board make-up, giving the Township of Langley two voting Councilors.

On January 30, 2017, Township Council will give 4th and final readings to Bylaw 2016 No. 5255 Hotel Room Tax (2% Levy) to provide for the collection of an additional tax levy on sales of accommodation within the municipality under the provisions of the Provincial Sales Tax Act for the purposes of and delivery of tourism strategies. This provision continues to provide the Township the ability to designate either Tourism Langley or a new, not-for-profit society as the recipient of collected levies.

DISCUSSION/ANALYSIS:

With the current 5-year MRDT term expiring in August 1, 2017, Tourism Langley has prepared a renewal application to the provincial government. Specific deliverables are required in the province's application process to the MRDT, and of which Council must 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. These requirements include:

1. Five Year Strategic Business Plan;
2. Evidence that funds from the tax are incremental to existing sources of tourism funds;
3. Evidence of consultation and support from local governments;
4. Evidence of authority and request to impose the tax (Bylaw);
5. Certificate of entity's incorporation, constitution, and bylaws;
6. Documentation of how the MRDT program, including revenue, will be administered;
7. Evidence of consultation with tourism industry stakeholders;
8. Accommodation Directory Form;
9. Accommodation Sector in Support of Municipal and Regional District Tax Form;
10. Confirmation of consultation with Destination British Columbia;
11. Third party Authorization Form; and
12. Disclosure of Information Authorization Form

In it's application, Tourism Langley has shown evidence that has met the above requirements at a minimum threshold.

- A. In Item 2 "Evidence that funds from tax are incremental to existing sources of tourism funds", Tourism Langley remitted Board-endorsed preliminary 2017 operating budget including 2015 and 2016 budget versus actuals. This budget format, while potentially meeting the application need at a minimum, lacks clarity and is not a suitable level of transparency and detail for future reportings to the Township.
- B. In Item 9 "Accommodation Sector in Support of Municipal and Regional District Tax Form", Tourism Langley is required to obtain support from the accommodation sector for the levy to be imposed of at least 51% of the number of establishments that would collect the tax within each of the City of Langley and the Township of Langley representing at least 51% of the total number of rooms. Tourism Langley has provided documentation that shows it has consulted however not with all establishments that would be levied but only sufficient to achieve the above percentage allocation requirements. Accommodation properties in the Township that have not been consulted with are (i) Alder Inn Hotel; (ii) Best Western Aldergrove; (iii) Travelodge Langley City;

(iv) Princess & the Pea B&B; and (v) consultation only as auxiliary, non-levied accommodation with OTenTik within Fort Langley National Historic Park. Accommodation properties in the City of Langley that have not been consulted with are (i) Good Knight Inn, and (ii) Premier Suites.

- C. In Item 10 “Confirmation of consultation with Destination British Columbia”, Tourism Langley has submitted a single summary sheet of stakeholder consultation wherein Destination BC has been named but without details such as dates, nature of consultation, etc. Tourism Langley has proposed that the Township contact Destination BC directly should it require further evidence.

Separately, upon application remittance to the MRDT Program, it should be noted that it is ultimately this provincial entity that has the authority to endorse the renewal of Tourism Langley’s application to remain the designated DMO of the Langleys and as a result be eligible to receive the levies collected for the purposes of tourism marketing. As Tourism Langley has been the DMO of the Langleys for several years and as it has a positive relationship with Destination BC which administers the MRDT Program, there is a considerable probability that the renewal application will be endorsed for 2017-2021. However, should the MRDT Program identify that the application is incomplete, subpar, etc., there is equally the possibility that it will not be endorsed which could result in the need for Council to consider alternate actions such as directing staff to work closely with Tourism Langley to resubmit a revised renewal application and/or exploring other strategic tourism alternates. Should this be the case, this would result in a delay to the collection of levies, which would in turn impact tourism marketing initiatives and programs, and until such time as a renewal is endorsed by the MRDT.

Financial Implications:

The MRDT Program collects a 2% levy on all designated accommodations properties in the Township of Langley and City of Langley respectively. The 2% collected is distributed/paid monthly however with a 3-month delay. For 2016, the Township has received levies for January to October only, totalling \$327,494 for this period. Should levies for November and December 2016 be equal or greater than those collected for November and December in 2015, 2016 levies will realize a gain of 13% over those collected overall in 2015, for a projected 2016 levy collection estimate from accommodation properties in the Township of \$366,964.

The Township has entered into an annual, budgeted Fee-for-Service Agreement with Tourism Langley since its inception. This additional funding support of \$51,000 annually primarily in support of staffing and marketing. The current Fee-for-Service Agreement expired December 31, 2016, and is recommended to be renewed as part of the overall Tourism Langley renewal.

Respectfully submitted,

Val Gafka
SENIOR MANAGER
for
CORPORATE ADMINISTRATION DIVISION

This report has been prepared in consultation with the following listed departments.

| CONCURRENCES | |
|------------------------------|----------------|
| Division / Department | Name |
| Finance Division | Karen Sinclair |

ATTACHMENT A: TOURISM LANGLEY BOARD OF DIRECTORS RESOLUTIONS

ATTACHMENT B: TOURISM LANGLEY MRDT RENEWAL APPLICATION

ATTACHMENT C: PROPOSED TOWNSHIP FEE-FOR-SERVICE AGREEMENT 2017 WITH
TOURISM LANGLEY

From: Teri James [<mailto:terijames@telus.net>]
Sent: Wednesday, January 25, 2017 11:44 AM
To: Valerie Gafka <vgafka@tol.ca>
Subject: motion

Hi Val and thank you for your patience. It's been a busy few days, but I'm back in the office now.

Here is the motion and the budget that was passed at the last Board meeting.

Moved by Sarah Boswell and seconded by Lynn Whitehouse;

1. Motion to recommend that ex-officio Councilors transition from non-voting to voting members
2. Pending the outcome of motion 1, that Tourism Langley will put forward a recommendation at the 2017 AGM that the members endorse the change in Board make-up, giving the Township of Langley two voting Councilors.

Also, because the motions were made in closed, the additional motion was to allow the above motions to come out of closed, Gareth Abreo, Melissa Banovich, UNANIMOUS

Thanks,
Teri



tourismLANGLEY
endless choices

5 YEAR

BUSINESS PLAN | 2017-2021



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Executive Summary

The Tourism Langley Strategic Business Plan serves as the embodiment of the overall vision, economic goals, and also serves as a road-map for the years ahead. While the plan presents goals and strategies to 2021, greater detail and focus will be incorporated in the annual strategic plans. The business plan remains flexible and fluid enough to enable marketing strategies to adjust to unexpected challenges and opportunities while still ensuring the organizational structure embodies a balance of cost effectiveness, accountability and professionalism.

The environment in which Tourism Langley operates remains one of constant change as the organization ensures alignment with programs and services that will continue to meet the ever changing pace of the travelling economy. Despite constant change, Tourism Langley has experienced continued growth in room occupancy and room revenues, increased visitation to local attractions and events, and a surge in confidence in the local tourism industry with new and expanded tourism related products and services emerging. What will remain as integral, are strengthening and growing stakeholder relations, the organization's routine industry monitoring and to provide support to tourism products to ensure that it is sustainable, while adhering to brand messaging.

Locally, tourism continues to be a growth strategy for our communities and our region. It is apparent through the business plan that Tourism Langley has established itself as a viable, relevant and important entity in the community and with the right strategies, will continue to provide value and increased revenues to its stakeholders and the community at large. Through effective collaboration and partnerships, Tourism Langley will also contribute to realizing increased tourism revenues in the Fraser Valley region, which ultimately will positively impact the goals of Destination BC.

Key Learnings and Conclusions

This current year (2016) marks the fifth consecutive year that the organization has observed growth, in particular the increase in overnight stays for local accommodation providers, increased visitation at local attractions and events, as well as the number of visitors we have greeted in our communities.

Overall, we will be completing the last business plan cycle with many successes and achievements. Our reputation as a progressive CDMO was heightened in 2012 when we received accreditation in DMAI and subsequently recognized that same year by Destination BC as the recipient of the BC DMO Professional Excellence Award. In order to successfully market the destination, we have continued to reassess its social, cultural, political, technological and environmental strengths. Additionally, Tourism Langley continues to monitor the trends that are changing the visitor's perceptions and expectations by adjusting marketing strategies and delivering projects and programs accordingly. An overview of achievements to date are as follows:

VISITOR SERVICES

The introduction in the fall of 2015 of a new and modernized visitor services model that includes a stronger online presence and mobile information unit has ensured the ability to deliver a more personalized level of engagement while better assisting visitors and Langley residents at events and public spaces where this is visitor volume. This change resulted in an increase of 117% in the number of visitors that were greeted by Tourism Langley Visitor Experiences Counsellors compared to 2015. The business model adapted by Tourism Langley was recognized by the provinces Visitor Services Network Program in 2015 as an example of best practices in visitor servicing through its Business Case Study.

SPORT TOURISM ACTION PLAN

For the past 3 consecutive years, Tourism Langley has focused efforts on the opportunities resulting from sport hosting. This has included ongoing engagement with the City of Langley and Township of Langley sport hosting stakeholders, local sport organizers, the accommodation sector and stewards of the local tourism services. Tourism Langley has developed a strong network in BC and in Canada with its relationships with NSO/PSO's as well as ensuring community alignment to capitalize on opportunities from other sport hosting destinations.

SPONSORSHIP

Since 2012, Tourism Langley has supported a wealth of local festivals and events through sponsorship, both financially and in-kind. On average, over \$5,000 annually has been contributed through financial support alone. In-kind services include event advertising & promotion, donations of hosting kits and mobile visitor services support.

LETTERS OF SUPPORT/ADVOCACY

Tourism Langley regularly provides support to ensure the development or enhancement of locally distinctive products, services, activities and events. Letters of Support and advocacy outreach is made available to local individuals, businesses and organizations.

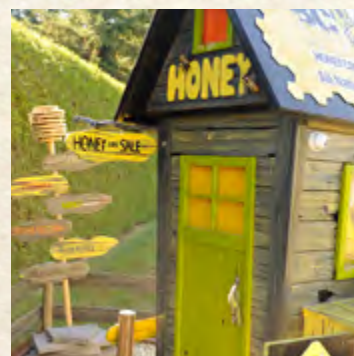
MEDIA RELATIONS AND TRAVEL TRADE

Since 2012, Tourism Langley has hosted over 160 influencers on press trips and familiarization tours. This includes writers, bloggers and photographers who have generated stories about Langley through a variety of distribution channels, including traditional media (print, radio, TV) as well as digital/social media aimed at key target audiences.

Tourism Langley has identified opportunities with in bound tour operators, in particular, those representing emerging markets such as Asia, Mexico and ESL groups as well as operators already familiar with BC product that may be seeking new experiences and itineraries that could include Langley and region.

TRADE & CONSUMER

Since 2012, Tourism Langley has represented Langley and stakeholder businesses and services at a variety of trade and consumer shows in BC, Alberta and the Pacific Northwest (WA and OR). Shows attended include: Northwest Women's Show, Calgary Motorcycle Show, Seattle Outdoor Show, Vancouver Outdoor Show, Bellingham Women's Show, Eat Vancouver, Eat Fraser Valley and Vancouver's Tourism Showcase.



Vision

Tourism Langley is committed to growing tourism in a sustainable manner.

Mission

To facilitate and promote high quality tourism experiences that are of interest to visitors, in partnership with the community, stakeholders and other tourism organizations.

Tourism Langley Guiding Principles

- Markets Langley as a destination to capitalize on current visitation and increase the number of visitors and visitor revenue to Langley (including new visitors, repeat visitors, and extending the length of stay).
- Educates Langley residents about Langley's tourism experiences and attractions
- Provides information services for all segments of the tourism market
- Facilitates tourism relationships within the community
- Encourages informed investments in tourism through the provision of research and information to Langley tourism-related businesses
- Encourages improvement of customer service and amenities related to Langley's tourism experiences
- Focuses limited resources on those tourism experiences that provide Langley with a competitive advantage to other BC communities. These could include tourism experiences that are unique to Langley and are of interest to potential visitors or tourism experiences where Langley has strong product and the product categories are large, growing, and can handle competition from several communities
- Works in partnership with Fraser Valley communities
- Identifies and develops strategic alliances to adhere to regional and provincial (Destination BC) funding opportunities
- Provides quality service to tourism stakeholders, travelers and visitors, tour operators, tourism-related businesses, travel media and partners.



Strategic Context

Review 2012 - 2016

Within the last four years of the previous five-year business plan, several significant changes have taken place; in particular, from the regional and provincial marketing perspective. The tourism marketing region Vancouver, Coast & Mountains ceased operation in 2015 and the provincial marketing organization Destination BC developed new, comprehensive co-operative marketing funding programs that encouraged collective approaches to marketing. Additionally, traveller trends, consumer demands and expectations and destination marketing on the global scale resulted in exponential competition and the need for DMO's such as Tourism Langley to continue to strategically realign and adjust.

The 2012 – 2016 (5 year) business plan supported the overall vision and mandate of the organization, however, the unanticipated changes to the regional and provincial models and the rapid evolution of the visitor economy resulted in the organization modifying its operational model and developing newly defined alliances that would ensure efficiencies while differentiating from the competition. The new operational model was implemented in 2015, positioning business and marketing efforts to rely on the following components:

1. Develop a short term strategy to increase attention to the destination
2. Develop a long term strategy to maintain regular engagement
3. Operate within budget
4. Ensure product remains on brand
5. Adapt to the ever changing environments

Our strategy for the next five-year plan is to support and maintain the substantial progress that has been made in current programs while exploring new and innovative ways to promote Langley; ensuring a distinctive place on a competitive playing field. This includes:

- Development and delivery of a new destination campaign targeting the leisure traveller during the shoulder seasons with the goal to increase awareness and the unique appeal of Langley.
- Participation in ongoing cooperative marketing programs, viz; Circle Farm Tour, The Fraser Valley, Westcoast Foods and Feast on the Fraser.
- Identification of new strategic alliances to further enhance destination marketing.
- Continued development of distribution channels including; website and digital platforms.
- Increased stakeholder and community engagement with the goal to better understand the needs, motivations and challenges of Langley visitors and potential visitors as well as to better align stakeholders to destination marketing strategies and destination development.
- Increased engagement with the accommodation sector with the goal to better understand their business climate while ensuring marketing strategies are aligned with traveler trends and demands.

Economic Tourism Conditions

Arguably one of the world's fastest growing industries, the tourism industry, in 2015 marked its 6th consecutive year of above-average growth, with international arrivals increasing by 4% or more every year since 2010. International tourist arrivals grew by 4.4% in 2015 to reach a total of 1,184 million, according to the latest UNWTO World Tourism Barometer. Some 50 million more tourists (overnight visitors) travelled to international destinations around the world last year as compared to 2014. (UNWTO Press Release January 18, 2016)

2015 ended on a positive note for Canada with total international arrivals increasing 7.5% over 2014, well above the previously noted global growth rate of 4.4%. (Destination Canada Tourism Snapshot December 2015).

Unlike many Canadian industries, travel and tourism is experiencing optimal business conditions, particularly from the US market where the combination of economic recovery, increased passport ownership and currency exchange provide an excellent opportunity to generate interest in travel to Canada.

(TIAC News – March 22, 2016)

Tourism is one of the provinces top performing industries, generating \$14.6 billion in revenue in 2014. Tourism is outpacing forestry, agriculture and fishing as a leading industry for the province.

Over half of visitors to BC (58.5%) were from BC residents, visitors from other parts of Canada accounted for 17.6% of all visits, while international visitors made up the remaining 23.9% of visits. BC's current market performance reflects world conditions, with travel from the US increasing 8.6% from January 2015 – August 2015, compared to the same time period in the previous year and travel from other countries also increased. *

BC residents make up the largest share of overnight visitation (45%), but has a much lower spending (22%) compared to other tourism regions. In addition, the region has the largest market share of Washington and Californian travelers compared to other regions. * Travelers main purpose of the trip to the Vancouver, Coast & Mountains region is classified as either leisure (50%), visiting friends & relatives (32%), business (12%) and other (7%). *

BC's most visited region is the Vancouver, Coast and Mountains region. It offers a diverse range of world class cultural, recreational, natural and wildlife attractions, year round, ideally situated between the ocean and mountains. The population of this region continues to grow and is characterized by a younger demographic than the rest of the province with 57% aged 44 years or younger compared to the provincial average of 54%.

Travel Trends relevant to Tourism Langley

EMERGING MARKETS

Expanding consumer based intelligence in new and emerging markets as well as continued examination of Destination BC's Global Tourism Watch combined with monitoring awareness and travel intentions of core markets and discussions with travel trade has identified both Asia and Mexico travellers expressing heightened interest in our region and product offerings. Aligning the right product with the right market, including collateral material and distribution channels will guide in the growth of these markets.

AGING MARKETS

It is estimated that by the year 2026, seniors will represent 25% of Canada's overall population (www.tourism.gc.ca/eic/site/034.nsf/eng/00040.html). Similar aging trends are forecasted in most developed countries. Additionally, trips by foreign residents in the older segments of the population have been increasing more rapidly than trips taken by other age groups. This active, aging population will likely influence the type of activities and experiences that will draw visitors to the Langley area.

THE SHARING ECONOMY

The sharing economy has become a polarizing political and economic topic among many industries including tourism. Airbnb and Uber are the two main components of the sharing economy which are garnering the majority of the publicity. Although Uber does include some tourism implications in both the Langley and Vancouver region, with approximately 72 registered Airbnb's in Langley, this is the entity which is garnering more immediate impact in regards to the tourism industry in our communities. With the fluidity of this situation and the demand from the accommodation industry from government to address this, Tourism Langley will continue to use its affiliations with TIABC, Destination BC and the provincial government to keep our accommodation sector up to date on what decisions are made and how it will impact the regions. Tourism Langley is also available to engage in providing feedback and insight on behalf of our local tourism industry and stakeholders if required.

FOOD INFLUENCING TRAVELER'S CHOICES

Research shows that the culinary industry is increasingly playing a role in steering visitors travel choices. As Langley offers a unique and desirable food and beverage product, Tourism Langley will continue to maximize exposure of this market as well as continue to find effective ways to identify which channels and demographics will yield the most positive returns.

INCREASE IN MULTIGENERATIONAL TRAVEL

Community workshops conducted with local stakeholders in 2015 identified an emerging trend with grandparents, parents and kids travelling together.

MILLENNIAL TRAVELERS

The millennial traveler continues to be a high valued target for DMO's for many reasons with the obvious being that they are also the youngest traveler and provide the highest potential for repeat visitation. Langley, like many communities, provides a collection of experiences which are in high demand for this demographic. The key to attracting this demographic involves ensuring that our message and that of our stakeholders is on the platforms that millennials frequent as well to ensure it is a unique message so that it stands out above the 'noise' commonly found on social media and peer reviewed travel sites.

INCREASED USE OF TECHNOLOGY

Staying on technology trends to ensure Tourism Langley marketing initiatives and our online visitor services program is aligned with the methods travelers are utilizing both for booking and for ongoing communications before, during and after a vacation.

LEISURE & BUSINESS

Discussions with our accommodation partners show that the business traveler contributes to the majority of their week day stays with the leisure component, including sports teams, contributes to their weekend and summer stays. Tourism Langley recognizes that every business traveler has the potential to be converted into a leisure visitor as their initial reason for coming to Langley is for work. We will continue to work with our hotel partners and provide tools and services to ensure all visitors are aware of the amenities available for them to enjoy, whether they have a few hours to spare or wish to return with their friends and family

DISCOVERING UNTOUCHED AND UNIQUE PLACES

This phenomenon is a common niche in establishes tourism markets. As regions like Vancouver draw in massive tourism numbers, visitors have begun to show desire to explore beyond the metropolitan into the perceived rural or suburban area to experience what living there would be like. This niche is also important to develop for the ever growing 'staycation' market in Metro Vancouver as locals from the nearby cities look for experiences close to home.

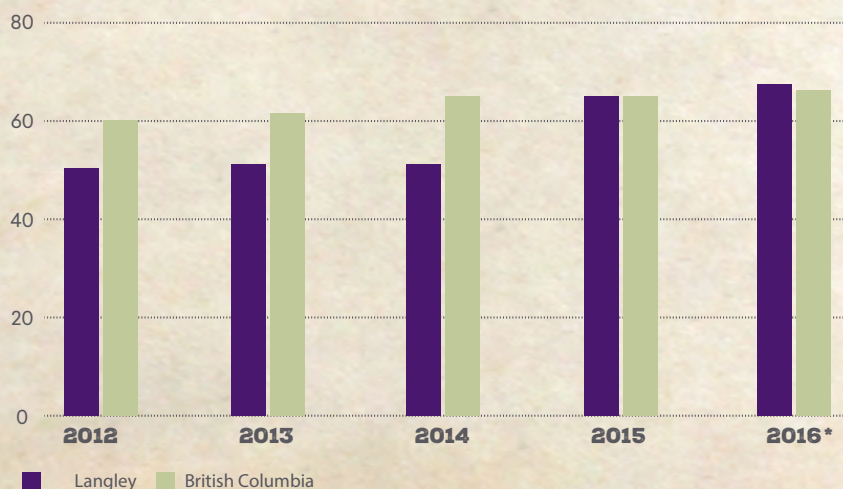
MARKET PERFORMANCE

Local accommodation providers are also boasting robust and at times historical outcomes. On average for the past three years, occupancy has increased 8.2%, average daily rate has increased by 6.6 percent and revenue has increased 16%.

Occupancy Rates: 2012 – 2016

On average, for the past few years the accommodation sector in Langley has shown significant growth that is consistent, and in the past two years has exceeded the provincial average.

| Year | Langley Occupancy Rate | Provincial Occupancy Rate |
|-------|------------------------|---------------------------|
| 2012 | 50.6% | 59.5% |
| 2013 | 55.4% | 61.1% |
| 2014 | 56.8% | 64% |
| 2015 | 65.6% | 66% |
| 2016* | 69.6% | 68.2% |



*As of September, 2016

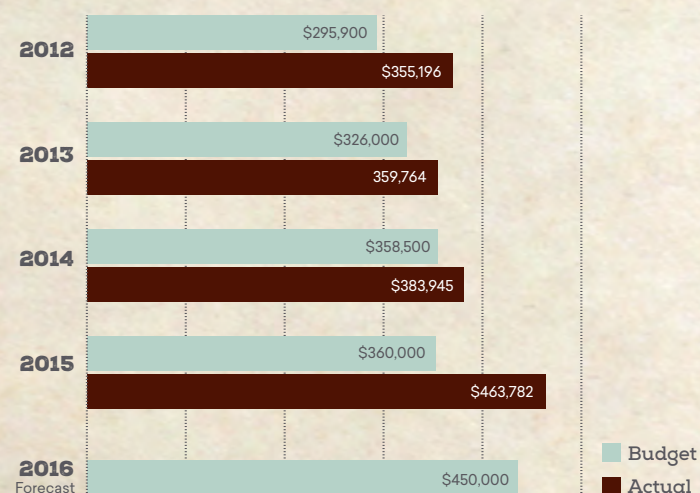
Average Daily Rate: 2012 – 2016

In 2015 and 2016 (to date), the rate of increase of the ADR compared to the provincial ADR was higher, which was consistent with the increase in the occupancy rates of Langley vs. BC. The Langley accommodation sector offers daily room rates which are lower than the provincial average, however, slightly higher than competitive communities in the Fraser Valley. It's close proximity to downtown Vancouver and US border will continue to position Langley in an ideal situation within the Metro Vancouver and Fraser Valley overnight stay demand.

| Year | Langley ADR | Provincial ADR |
|------|-------------|----------------|
| 2012 | \$87.58 | \$131 |
| 2013 | \$91.77 | \$134 |
| 2014 | \$95.85 | \$141 |
| 2015 | \$104.3 | \$153 |
| 2016 | \$111.11 | \$161 |



Langley MRDT Funds 2012-2016



Strengths

Diverse Product Offerings. The communities of Langley are ideally situated to continue to benefit from tourism in the years to come. The marketing tag line of “endless choices” is significant as it identifies the rich blend of urban and rural services, amenities and experiential product offerings. The following unique aspects of the community further differentiate Langley from competing communities;

- Diverse mix of annual festivals and events
- A multitude of heritage sites including of Fort Langley
- The rich agricultural product such as equestrian attractions, wineries and agri-farm tours;
- New and enhanced facilities and infrastructure
- Local population younger than provincial average
- Preservation and conservation of farmland and
- A range of retail options ranging from unique boutique stores to big box outlets

Strong Partnerships. Tourism Langley has worked diligently to follow DMO best practices that position the organization for long-term success. It was noted very early on in the development phase of Tourism Langley that there are definite synergies with the communities of Abbotsford and Chilliwack for Tourism Langley to leverage. Tourism Langley as worked diligently to form strong working relationship with both communities and all three communities have recognized and benefited from those partnerships while acknowledging and respecting the unique attributes of each community and the competitive arena they all play in. These partnerships have resulted in collaborative and established Fraser Valley regional marketing campaigns such as *Circle Farm Tour* and the *Fraser Valley Marketing group*.

Efficiently Managed DMO. The organizational structure of Tourism Langley has been established to maintain a balance between the required resources to move the organization forward and the infrastructure needed to ensure a sustainable future. Tourism Langley currently employs 4 year-round, full time staff to run the organization in an effective manner and draws upon seasonal and volunteer staff to provide additional support when required. The ability to draw on volunteers, seasonal and contract staff allows Tourism Langley to manage administrative expenses while ensuring organizational goals and objectives are met.

Reputation for Sport Hosting. Sport tourism continues to be a strong contributor to visitation to Langley both in overnight stays as well as food and beverage spending. Langley offers both a unique sport product as well as a dedicated approach to sport hosting from its municipal leaders in both the Township of Langley and the City of Langley. Langley’s advantages in the highly competitive sport tourism industry include their modern and recognized facilities as well as its geographical location which is ideal for provincial amateur events as well as larger international events through which the US market can easily access the destination. Tourism Langley continues to work with our local facility operators and municipal decision makers to play an informative and supportive role with its contacts in the sport industry and availability to support local amateur sport groups with their event hosting needs.

Weaknesses

- Conflicting perceptions of Langley.
- Identity is fragmented between several distinctive communities and two municipalities.
- Perception as a “Farm only community”
- Dissemination of the Langley tourism products
- Geographical location stigma as too far from Vancouver market
- Community awareness of the value of tourism and Tourism Langley organization
- Community detractors

Opportunities

- Partnering with non-neighbouring communities to explore product development and funding initiatives; (i.e. the wine industry with the Okanagan and sport opportunities with larger DMOs such as Richmond and Vancouver).
- Re-allocating resources to strengthen business and personal development with stakeholders.
- Continue to build on success of the *#langleyfresh* campaign to further visitor engagement and community building for the emerging online consumer market.
- Continued alignment with DBC’s strategy to increase project-funding opportunities as well as continue to gain recognition as a forward thinking DMO.
- Leveraging of new and existing product to encourage new and enhanced visitor experiences.
- Become the first DMO in province to successfully transition from the traditional Visitor Centre model to a pro-active online and mobile servicing, visitor experience destination and increase Langley’s reputation as a modern community.
- BC appeal to US and international markets.
- Population growth to Langley and region.

Threats

- Stakeholder fragmentation and clustering within Langley.
- Lack of support from stakeholders for increasing MRDT from 2% to 3%.
- Wavering political support from key community leaders.
- Being part of a region that may not successfully adapt to operating without a Regional DMO (effective April 2015).
- Strengthening and growth of competitive and/or neighbouring destinations.
- Conflicting strategies and/or mixed messaging from surrounding region.
- Fluctuation in economy.
- Lack of local support for transition from traditional Visitor Centre to a new, dynamic visitor servicing model.

Overall goals, Objectives & Targets

A strategic objective for Tourism Langley is to work in partnership with a wide range of community stakeholders and tourism businesses to develop marketing programs that are focused on increasing visitation and overnight stays within the communities.

The overall goal for the five-year period is to increase overnight visitation to Langley by 15%. This goal is based on an average increase of approximately 3% annually and will be measured primarily by statistical data from STR reports that include occupancy, supply and demand, MRDT revenue, gate sales from local attractions and anticipated increase in room inventory vs. demand. In order to achieve this goal, specific objectives and targets have been outlined below for each of our business areas.



GOAL 1 To increase awareness to Langley businesses and residents of the value of tourism.

In the Fraser Valley, tourism has become respected as a relevant and purposeful industry. As a consequence, the municipalities of Langley have embraced the tourism industry as a means to diversify and grow the local economies. The overall objective of this goal is to identify and prioritize opportunities and initiatives to champion and improve the understanding and value of tourism for Langley while better positioning the tourism sector for growth.

STRATEGIES

1. Develop communication methods and deliver key *value of tourism* messaging to stakeholders, businesses and residents of Langley.
2. Work with Destination BC in the delivery of research and workshops to further develop and enhance the visitor experience to Langley; a). *Remarkable Experiences* and b). *Measuring NPS*.
3. Increase community engagement
4. Align public relations opportunities with community outreach that include presentations to interested stakeholders and local interest groups
5. Continue to educate the social value and economic contributions of a sport hosting destination.
6. Identify and participate in key public events and network with targeted audiences.
7. Build existing stakeholder and data base by 20% annually to ensure optimum distribution of information.
8. Continue to build on research plan and communicate findings.

MEASUREABLE PERFORMANCE

Measured success will be delivered through several mechanisms and demonstrated by:

- Increased revenues from stakeholder buy-in opportunities
- Number of tourism-related businesses that participate in deliverable programs
- Measured growth of stakeholder membership
- Dashboard metrics and digital platforms
- Industry utilization of Value of Tourism data and messaging in their communication efforts
- Earned media impact index



GOAL 2 To increase visitation, overnight stays and economic impact to Langley.

Langley continues to experience measurable growth in visitation from both regional and out of province markets. The primary contributor of revenue to the tourism economy results from spending by visitors. Tourism Langley will continue to identify market opportunities that positions Langley with a differential advantage. This will be facilitated by encouraging and strengthening linkages with local industry businesses and suppliers as well as developing and evolving collaborative approaches to marketing.

Langley is at a competitive advantage compared to neighboring communities as it is ideally located within Metro Vancouver and the agriculture based Fraser Valley. A reputation for showcasing the rich artisanal food and wine culture, successful annual festivals and events, a vibrant historical and cultural base, and national caliber sport hosting opportunities contribute to the increased revenues in Langley.

STRATEGIES

1. To meet with the accommodation sector on a bi-annual basis to identify and further develop marketing strategies and opportunities that will contribute to overnight stays.
2. To work with attractions and services sectors to further develop experiential products for marketing.
3. To increase marketing strategies focusing on shoulder season visitation.
4. Evaluate product clusters and identify emerging clusters and strengthen their contribution through targeted program activities.
5. Strengthen social media channels by building reach and increasing return on content creation.
6. To further develop the sport tourism brand by growing Tourism Langley's role in the communities' sport hosting initiatives; identifying partnerships and facilitating in ensuring increased sport hosting opportunities.
7. To maximize the economic benefits for the communities in sport hosting opportunities.

MEASUREABLE PERFORMANCE

Key performance indicators (KPI's) will include;

- MRDT revenues (STR reports)
- Visitation to key attractions and special events
- Dashboard metrics and digital platforms
- Research: Value of Tourism study



GOAL 3 To develop and implement a Strategic Plan for destination management to ensure long-term success and sustainability.

The role of Tourism Langley and the DMO has become more complex and there is a shift to recognizing that the role of the organization goes well beyond marketing and visitor servicing to include other activities that are important to the services of tourism in the destination from both competitive and sustainable perspectives. Through research and industry consultation, Tourism Langley has identified opportunities, challenges and constraints that include funding, community and brand development and organizational alignment to ensure viability and meet the changing needs of visitors.

STRATEGIES

1. Ensure the garnering of financial and human resources and the effective and efficient deployment of these resources.
2. Facilitate community building and identify opportunities to aid in strengthening tourism product and services.
3. Strengthen stakeholder relations, identifying detractors and implementing strategies to build loyalty and trust.
4. Implement additional stakeholder communication tools including delivery of community consultation sessions to further understand and meet the expectations and needs of stakeholders.
5. Ensure initiatives are consistent with the community's vision.
6. Identify partnership opportunities with communities, regions and provincial influencers and where possible, leverage tourism funding programs for efficiencies and impact.

MEASUREABLE PERFORMANCE

The noted strategies aligned with this goal interact in a very complex way and the determinants of the DMO success will be based on input, process and performance measurements. Identifying methods of alignment with Destination BC and regional marketing programs, sustainable revenues, efficiencies in operating costs and stakeholder investment are examples of identifiable performance indicators.



GOAL 4 To foster the supply of tourism products and experiences.

The continued development of the DMO model in BC is complicated by the fact that there is no common model for determining a successful DMO. The CDMO (Community Destination Marketing Organization) currently exists as part of a tiered approach to a broader marketing system. Establishing best practices that include innovation and collaboration will be essential processes and tools that will ensure the organization is operating effectively while remaining responsible, relevant and transparent to stakeholders. Consideration must be given to other destinations and DMO's in order to develop effective strategies and ensure destination competitiveness.

STRATEGIES

1. Monitor external and internal influencers and institute changes to organizational structure to reflect changes in how tourism grows in Langley.
2. Ensure provincial guidelines are met; developing, seeking approval and implementing a). one-year tactical plan with performance measures, b). annual operating budget, c). annual performance report d). annual financial report.
3. Identify emerging entrepreneurship in community and educate on marketing opportunities and value of collaboration.
4. Ensure dedicated attention to mobile and online visitor services in support of destination events promotion and destination development.
5. Ensure ongoing commitment and active participation with other provincial tourism industry alliances.
6. Grow the level of engagement of community ambassadors.

MEASUREABLE PERFORMANCE

The measure of success in tourism development will be reflected in the culmination of measured industry growth and activities that include;

- Quality and quantity of online reviews
- Network growth
- The number of destination ambassadors
- Growth of tourism industry related businesses (as identified in Value of Tourism study)
- Destination rankings



Strategies - Key Actions

Delivery and Execution

The concept for executing these strategies is to have the ability to remain flexible and adapt to the anticipated and unexpected changes that occur in our industry while ensuring we remain focused on our four goals. Tourism Langley approaches the execution of our goals as a “life cycle” which places each goal in one of four stages. In any given year, each goal is either being *Executed*, *Followed Up*, *Reviewed*, or *Prepared for launch*. This enables us to adequately have our strategies planned out for several years in advance. The review state is also designed to have each goal assessed and re-evaluated every year and adjusted accordingly in the annual *Tactical Plan*. This also ensures that the strategies remain relevant with the current market trends.

- **Execution Stage**
This becomes the goals that we focus on primarily for the upcoming year
- **Follow up Stage**
Where we follow up and follow through on the previous year's projects and initiatives
- **Review Stage**
The goal's strategies and ROI is examined and measured with current trends
- **Pre-Launch Stage**
The goal's strategy is adjusted and we start to send out messaging for the upcoming years campaigns

Each of the constant four goals are addressed annually, but only to the capacity of what state it is in. This provides us an opportunity to efficiently allocate our resources to ensure that we are giving each goal the proper amount of thought, strategy, follow up and preparation. This also ensures the relevance of the current 5-year planning process required by provincial jurisdictions and we become a more fluid operation which can readily transition and evolve with the fast paced marketplace.

| GOAL | RATIONALE | Allocation of Funds (short term) | Allocation of Funds (long term) |
|--|--|----------------------------------|---------------------------------|
| To increase awareness to Langley businesses and residents of the Value of Tourism | To succeed as a destination, Tourism Langley will require education and collaboration aimed to enhance local perceptions of the tourism sector and generate awareness among local residents and key influencers of the importance of tourism | 40% | 30% |
| To increase visitation, overnight stays and economic impact to the Langley's. | Tourism Langley is committed to growing tourism in a sustainable manner. The ongoing mission to market Langley as a tourism destination to capitalize on current visitation and increase the number of visitors and visitor revenues to Langley supports this. | 25% | 40% |
| To foster the supply of tourism products and experiences. | DMO's such as Tourism Langley are experiencing the impact of significant innovations and new policy mandates that influence the effective evolution of our organization and direction. | 25% | 20% |
| To develop and implement a strategic plan for destination management to ensure long term success and sustainability. | Tourism Langley is governed by an organizational structure that is formulated to represent stakeholder categories that reflect short, medium and long term emphasis while ensuring it operates in the best interest of tourism to Langley as a whole. | 10% | 10% |



Brand Positioning

Since inception of the organization in 2008, the Tourism Langley brand has evolved into our customer promise and through repeated exposure and strong association with the regional and provincial brand, has successfully differentiated Langley from competing communities. The Tourism Langley brand has been used in all day-to-day activities, particularly the marketing activities that help us achieve our mission in the short term and overall vision in the long term.

To this day, the Tourism Langley brand has continued to remain loyal to its original goals, however, throughout the years the brand has evolved and has come to recognize key strengths which has proven to be defining qualities that sets the community apart from other destinations. Tourism Langley's brand continues to make those unique qualities its primary focus.

Demonstrated through key marketing strategies and campaigns, Tourism Langley's brand has evolved on a basic ideal; *pause for a moment and recharge*. The community will continue to be positioned as one that encompasses vast offerings found within the two municipalities of the Township of Langley and the City of Langley. Once considered a country-like region, it is now bustling with corporate headquarters, manufacturing facilities, event facilities and exceptional quality agri-tourism experiences. The foundation of rich agriculture, historical roots and ideal geographical location is thickly interwoven around the communities' urban appeal, making the Langley's truly unique.

The *Corporate* logo reflects a stylized "L"; the starburst pattern supports the notion of the two municipalities, the Township of Langley and the City of Langley coming together, where the range in colour palette works with the positioning statement "endless choices" speaking to the diverse and eclectic range of attractions, natural resources, activities, amenities, culture and accommodations that the Langley's offer.

The Sport Langley logo was developed in 2014 and inspired in 2014 by the Tourism Langley identity. With careful consideration, the logo was designed to reflect and compliment the tourism brand partnership. Utilizing the same elements as the Tourism Langley brand, the Sport Langley logo was created to give a sense of athletic movement and unity. The dynamic components come together to create a stylized "S" which represents the word sport, but is also symbolic for the gathering of community partnerships. Careful thought was also placed in the selection of the colour palette; the red signifies the City of Langley whereas the green and blue represents the Township of Langley., bringing all partnerships together for a stronger and growing sport industry.

As with most destinations globally, there have been many observing changes that have taken place in the visitor services and social media landscape in recent years. Langley was no exception. In 2015, Tourism Langley adjusted their visitor servicing model to a modernized model that included engagement with our community and our visitors in crowd sourcing channels.

This new approach has proven to be most effective, as it provides the opportunity to visually showcase the destination while creating more champions within the community.



#langleyfresh

Tourism Langley strives to encourage Langley stakeholders to position and align their products and services within the community tourism brand rather than stand alone in their marketing initiatives. There is an advantage to brand positioning as it is readily identified within the region, which in return works effectively with Destination BC's provincial brand.

Ask Langley provides engagement with visitor inquiries with real time information. Through the AskLangley.ca platform, planning information and visitor servicing is easily and readily accessible. Application of consistent messaging is also available on all relevant consumer touch points such as visitor publications, way-finding tools, website and mobile visitor servicing. Daily monitoring for opportunities to engage with visitors is sought on Twitter, Facebook and Instagram as well as participation where applicable on Trip Advisor forums.



Target Markets

The following key target markets are identified as having the greatest potential to build upon Langley's strengths. They include the types of visitors that are priorities for the Langley communities, primary and secondary target markets, geographic target markets, as well as demographic and activity-based target groups.

There are four core markets targeted:

1. Residents of Metro Vancouver and the Fraser Valley, including couples and families.
2. Visitors to Metro Vancouver after they have arrived in Vancouver. This group would largely include couples with some families that make up the day trip market in the short term, and overnight stays in the medium to long term.
3. Visitors travelling to Langley for sport participation or as a spectator. This market will be predominantly from within BC and Western Canada.
4. Langley residents. Further educating local residents will build community pride and provide ambassadors for Langley who will explore their own community and influence visiting friends and relatives.

In addition, there are five secondary or niche markets targeted:

1. Other BC residents.
2. Visitors to the Fraser Valley from the Cascadia region, predominately couples that are travelling for leisure purposes.
3. Alberta residents (influenced by expansion of YXX and direct Calgary to Abbotsford routes, as well as commonality in equine tourism)
4. Tour operators who include and can be encouraged to develop Lower Mainland itineraries; in particular emerging markets from China, Japan, India and Mexico who are served by inbound operators.
5. Educational institutions. Langley post-secondary campuses are becoming increasingly attractive to out of province and foreign students.

Length of Stay

Concentration in the promotion of overnight stays remains one of the strategic goals of Tourism Langley; strengthening marketing campaigns to promote Langley during the shoulder season months as well as developing product to extend length of stays in the communities will be the priorities in the next five-year period.

In the founding years, including the initial stage of the second 5-year business cycle, the primary marketing focus was supported by strategies and tactics that were implemented to raise awareness of the destination with a focus to promote day trips to residents of Metro Vancouver, residents of the Fraser Valley and visitors to Metro Vancouver and the Fraser Valley.

In recent years, Tourism Langley has forged alliances, developed programs and campaigns built on the both the demands as well as strengths of the local products and services, and advanced tactics to include collaborative approaches to marketing. These include the Regional Circle Farm Tour program, the Fraser Valley Group, and the recently launched Pause campaign. The spinoff from a healthy local tourism industry has directly impacted local businesses and services, in particular the accommodation sector which has experienced four consecutive years of growth in overnight stays.

Explorer Quotient Destination

Destination Canada's Explorer Quotient research framework has been adopted by Destination BC and provides Tourism Langley with a foundation for establishing target EQ types, based on the region's attributes and other factors, such as alignment with Destination BC. EQ research is specific to each of Destination Canada's target geographic markets. It adds a psychographic element to targeting, but also folds in demographics and experience appeal by EQ Type. The following EQ Types were chosen as Tourism Langley's targets for the Canadian market:

CULTURAL EXPLORER (BC)

- These travel types are constant travelers and love to be immersed in local culture, people and settings. This may also include cultural history buffs, who travel to further research their hobbies and interests.

AUTHENTIC EXPLORER (BC)

- This travel type is something of an improv artist, and likes to explore. They are seeking authentic, tangible engagement with destinations and are high on historical and cultural travel.

GENTLE EXPLORER (BC)

- The traveller that likes to return to past destinations and enjoy the security of familiar surroundings. They appreciate convenience, relaxation and typically look for all the comforts of home.

Management, Governance & Administration

Organizational Structure

Tourism Langley officially opened its doors January 1, 2008 as a not-for-profit society encompassing the City and Township of Langley. The society was established as a stand-alone organization that stands at arm's reach from political considerations in an effort to make decisions that benefit the entire tourism industry in Langley.

The structure of the not-for-profit society is that there are no individual membership fees, rather a stakeholder model is followed, allowing all businesses to participate and partner with Tourism Langley while complementing other existing organizations such as the Greater Langley Chamber of Commerce and local BIA's (Business Associations). Select marketing initiatives of the tourism organization are on a pay-to-play basis while others that benefit tourism in the Langley's in general are funded by Tourism Langley. In an effort to highlight the Langley's and all that they offer, Tourism Langley makes decisions that will benefit tourism as a whole in Langley and put its best foot forward. Examples of these activities include media relations and familiarization tours, which are not generally delivered on a pay-to-play basis, rather funded by the organization.

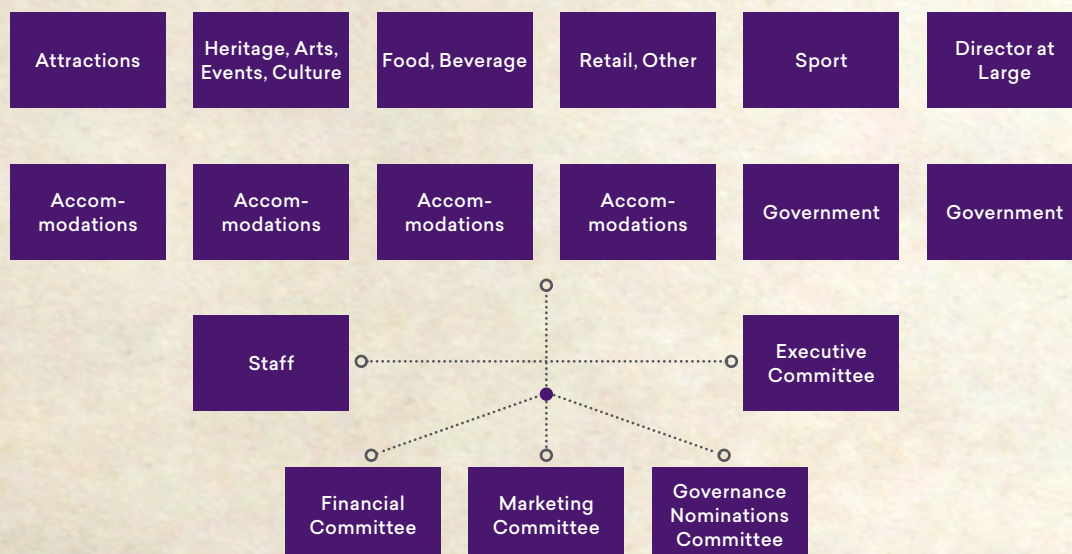
Governance Structure

The Tourism Langley Association is governed by a twelve-member Board of Directors and the DMO management reports to a Board that is both appointed and elected by industry stakeholders. The two municipalities: City of Langley and the Township of Langley hold ex-officio positions. These positions will transition to voting members in 2017, when Tourism Langley adapts its governance model to meet the requirements of the BC Societies Act. All appointees hold one-year terms while elected positions hold sequential two-year terms to a maximum of three terms.

As a not-for-profit society, the Tourism Langley Association is strictly guided by the Societies Act and enforced Constitution and By-laws of which may not be altered or added to except by special resolution. This is supported by Governance policies that reinforce the purpose of the Board, on behalf of Tourism Langley. These policies set strategic direction to achieve the Society's mission within legal and ethical boundaries. Terms of Reference, Conflict of Interest Guidelines and Confidentiality Policies, Annual Disclosure Statements, Code of Conduct, Roles and Responsibilities and evaluation tools for the board, management and staff provide support of the organizations philosophy.

2016 Directors

| | |
|----------------------------|-------------------------------------|
| Gareth Abreo | Director at Large |
| Councillor Petrina Arnason | Township of Langley Representative |
| Melissa Banovich | Heritage/Arts/Events/Culture Sector |
| Sarah Legace | Accommodations Sector |
| Jason Froese | Attractions Sector |
| Taylor Henderson | Sport Sector |
| Teri James | Retail and Other Services Sector |
| Sylvia Jung | Accommodations Sector |
| Jeff Leung | Accommodations Sector |
| Karen Long | Food and Beverage Sector |
| Councillor Gayle Martin | City of Langley Representative |
| Lynn Whitehouse | Director at Large |



Committees and Task Forces.

Through the guidance of the Tourism Langley Board of Director's, appointments are made for Standing and Special committees from among the members of the Society or otherwise as may be deemed fit. The powers and duties of such committees are defined by the Board and guided by the Tourism Langley Constitution & Bylaws and Board Policy Manual. No policies are initiated and no action can be taken by any committee without the prior approval of the Board, who may delegate any, but not all of their powers to Committees. All committees that are appointed consist of at least one (1) Director. The said committees must conform to the rules that are imposed on it by the Board, and report all actions to the next scheduled meeting of the Board. The following will continue to be the pillar Committees for the organization and are composed at the first meeting of the new Board immediately following the Annual General Meeting.

GOVERNANCE/NOMINATIONS COMMITTEE

Assess & nominate members of the board of directors; make recommendations regarding the board's composition, operations & performance; develop corporate governance principles.

FINANCE COMMITTEE

Oversees the financial health of the Society including recommending the annual budget, recommending the monthly financial statements, recommending the appointment of auditors and explaining significant budget variances to the Board.

MARKETING COMMITTEE

Committed to developing and implementing marketing initiatives and activities to increase awareness of the community, association and attracting new stakeholders.

HUMAN RESOURCES MANAGEMENT

Tourism Langley focuses on maintaining a balance between administration costs and marketing dollars put directly into the marketplace, and as such, maintains a lean but extremely competent and dedicated staff. There are currently four dedicated full time positions within the organization and depending on demands and weight of initiatives, contractors may be consulted to ensure project deadlines are met.

EXECUTIVE DIRECTOR

This position is the Senior Executive who, with the Chair, enables the Board to fulfill its governance function. The Executive Director reports to the Board and maintains open communication with the Board by keeping them informed of all significant matters. The Executive Director is also responsible for managing and controlling the operations of the Society on a day-to-day basis in accordance with the plans, policies and parameters that are approved by the Board. They are accountable to the Tourism Langley Association and gives direction and leadership towards the implementation and achievement of the Society's strategic plan. They possess a strong background in destination marketing and leadership.

DESTINATION SALES & MARKETING MANAGER

Responsible to the Executive Director, assists in the implementation of marketing, tactical and strategic plans. They are actively engaged in community, stakeholder and tourism industry activities and events and maintain a high level of customer service in the promotion of the long-term development and marketing of Langley. The Marketing Manager is also responsible for the coordination and implementation of various projects and tactical campaigns designed to increase visitation and oversees key marketing programs such as the Circle Farm Tour and annual Visitor's Guide publication.

DESTINATION DEVELOPMENT & SPORT TOURISM

Responsible to the Executive Director, this position works with the local sport community to increase the profile of sport, encourages promotion of facilities and facilitates sport hosting opportunities. They develop and maintain positive relationships with new and existing partners that include provincial and national level sport affiliations, government, corporate sponsors and community individuals. Additionally, this position works to identify destination development opportunities for Langley with the goal to align Langley's product offerings and Tourism Langley's objectives by enhancing initiatives in current markets while developing tactics for new markets.

VISITOR EXPERIENCES SPECIALIST

Tasked mainly with developing and delivering digital initiatives, this position is responsible for providing visitor services and customer service on behalf of the organization. They are responsible for ensuring the organization meets the criteria set forth by Destination BC's Visitor Network Program, creating and executing social and digital media strategies and communicating the authentic persona to reflect our destination and what it stands for. This includes overseeing the *Ask Langley* mobile visitor services program. The Visitor Experiences Specialist also provides administrative support for members of the Tourism Langley team and its stakeholders where required.

Sources of Funding

It is the overall goal of the Tourism Langley Association to be financially well positioned on an annual basis, with the ability to be adaptive, responsive, and have the flexibility to shift with market conditions and trends while aligning the business strategy and annual tactical plan with consumer demands. Annual budgets are prepared based on the public and private revenues from actual vs. forecast as well as actual and forecast expenditures. The projections are fueled by the continued changes to the 3-tiered tourism marketing structure, unpredictable funding, and the current global economic conditions.

The annual budget is presented as insight to what may result as the organization adjusts to change and by identifying opportunities and evolving trends. It is a notional perspective where adjustments and amendments are periodically required. Sources of funding are as follows:

| Public Revenue | | |
|----------------------------|----------------------------|-----------------|
| Township of Langley | Fee for Service | \$51,000 annual |
| City of Langley | Fee for Service | \$15,270 annual |
| Destination BC | Visitor Services Network | \$20,000 annual |
| Destination BC | OTO (i.e. Innovation Fund) | \$6,200* |
| Service Canada | | \$3,500* |
| MRDT | | |
| Township of Langley | 2% | \$315,000* |
| City of Langley | 2% | \$135,000* |
| Private Revenue | | |
| Advertising Sales | \$45,000* | |
| Projects: Circle Farm Tour | \$12,500* | |
| Interest Income | \$3,800* | |

*based on 2016 budget figures

LEVERAGING FUNDS

Through successful annual applications to Destination BC, Tourism Langley, since 2012, has enhanced and strengthened revenues by approximately \$68,650 annually. *The Community Tourism Opportunities Fund* (CTO) and the new *Co-op Marketing Fund* have enabled the organization to develop, deliver and expand on marketing programs on behalf of Langley stakeholders that include; niche market publications, shop local programs and buys into regional and provincial marketing campaigns, thereby significantly extending our marketing reach. This will remain a strategy in 2017 – 2021.

From 2012 to 2015, stakeholder investment in Tourism Langley marketing programs, specifically publication advertising and destination marketing programs, grew by 164%, a substantial increase over previous years. This increase resulted in approximately \$200,000 in additional revenue to invest in marketing Langley.

The organizations strengths remain in their partnerships; both those that have been forged over the years as well as our capacity to foster new. as these alliances have reinforced our messaging and the stories about our community that is imperative to moving our industry forward. The Circle Farm Tour Program and Fraser Valley Group are examples of provincially recognized and successful collaborative approaches to destination marketing. In 2015/2016, Tourism Langley realized a \$34,000 contribution resulted in a \$410,000 value in marketing campaigns and projects.

SOURCES OF INFORMATION

1. Destination BC – Research/Industry Performance
 - a. Research by Region
 - b. Tourism Indicators
2. City of Langley – MRDT monthly report
3. Township of Langley – MRDT monthly report
4. STR Global Trend reports





tourismLANGLEY
endless choices

#langleyfresh



| | 2015 | 2016 | 2016 | 2017 |
|---|----------------|----------------|----------------|----------------|
| | Actual | Budget | Actual | Budget |
| Revenues | | | | |
| Public revenue | | | | |
| Fee for service - Twp | 51,000 | 51,000 | 51,000 | 51,000 |
| Fee for service - City | 15,270 | 15,270 | 15,270 | 15,270 |
| 2% hotel tax - Twp | 321,951 | 315,000 | 340,070 | 350,000 |
| 2% hotel tax - City | 141,831 | 135,000 | 151,684 | 160,000 |
| Destination BC - Visitor Services Agreement | 20,000 | 20,000 | 26,100 | 20,000 |
| Destination BC - Innovation Fund OTO | 8,400 | 6,500 | | |
| HRDC Summer Student grant | | 0 | 3,469 | |
| | 558,452 | 542,770 | 587,593 | 596,270 |
| Private revenue | | | | |
| Advertising revenue (Exp Guide, publications) | 44,019 | 45,000 | 20,675 | 20,000 |
| Property income (brochure racking, feature board) | 0 | 1,200 | | |
| Interest income | 3,267 | 3,777 | 4,068 | 3,768 |
| Other (tour fees, etc) | 13,182 | 2,500 | 2,586 | 2,500 |
| Projects - Circle Farm Tour | 12,509 | 12,500 | 10,800 | 12,000 |
| Projects - Sport sponsorships etc | 695 | 1,200 | | |
| | 73,672 | 66,177 | 38,129 | 38,268 |
| Total Revenue | 632,124 | 608,947 | 625,722 | 634,538 |

Expenses

Destination Marketing costs

| | 2015 Actual | 2016 Budget | 2016 Actual | 2017 Budget |
|---|------------------------|------------------------|------------------------|------------------------|
| Advertising (print) | 12,739 | 25,000 | 30,884 | 30,000 |
| Branding | 5,330 | 4,500 | 533 | 4,500 |
| Business/community development | 16,302 | 35,000 | 16,454 | 16,500 |
| Images | 492 | 5,500 | 395 | 500 |
| Marketing supplies | 660 | 2,500 | 151 | 2,500 |
| Meetings & conference | 7,597 | 7,000 | 4,836 | 7,000 |
| Memberships | 4,689 | 5,200 | 5,700 | 5,200 |
| Postage & shipping | 1,141 | 1,200 | 720 | 1,200 |
| Printing (postcards, flyers, etc.) | 7,298 | 2,500 | 780 | 2,500 |
| Publications | 24,062 | 14,500 | 0 | |
| Research | 3,018 | 3,500 | 289 | 2,000 |
| Signage | 2,717 | 500 | 0 | 500 |
| Special Events | 1,192 | 15,000 | 11,750 | 12,000 |
| Sponsorships | 5,178 | 6,000 | 7,890 | 8,000 |
| Tours | 1,591 | 3,200 | 1,273 | 1,500 |
| Tradeshows - consumer/travel | 2,462 | 3,600 | 1,380 | 2,000 |
| Travel, mileage & parking | 8,497 | 2,400 | 5,047 | 5,000 |
| Website & internet marketing | 2,409 | 5,000 | 1,520 | 2,000 |
| Website redevelopment - OTO | 18,829 | 9,500 | 0 | |
| Projects - Circle Farm Tour | 7,665 | 8,000 | 12,726 | 12,000 |
| Projects - The Fraser Valley JV | 27,500 | 30,500 | 25,000 | 25,000 |
| Projects - TFV Experiences Guide | 20,530 | 20,500 | 20,189 | 20,000 |
| Projects - Destination Marketing campaign | 70,879 | 45,000 | 119,413 | 112,500 |
| | 252,777 | 255,600 | 266,930 | 272,400 |

Destination Marketing Personnel

| | | | | |
|--|----------------|----------------|----------------|----------------|
| Executive Director | 90,177 | 92,882 | 131,508 | 90,000 |
| Destination Sales & Marketing | 45,000 | 46,500 | 46,500 | 48,000 |
| Visitor Experiences Specialist | 33,749 | 37,500 | 28,164 | 38,500 |
| Summer student (\$12.50/hr,30hrs/wk,13 wks) | | 6,500 | 5,632 | 4,875 |
| Total salaries & wages | 168,926 | 183,382 | 211,804 | 181,375 |
| Employee benefits - gov't | 9,769 | 10,394 | 9,429 | 9,997 |
| Employee health benefits (\$1K/FT employee) | 879 | 3,000 | 763 | 3,000 |
| Employee savings plan (RSP) | 4,055 | 5,501 | 4,924 | 5,441 |
| Total employee benefits | 14,703 | 18,895 | 15,116 | 18,438 |
| Contract services | 52,275 | 58,500 | 54,000 | 58,500 |
| Training & development | -80 | 1,200 | 0 | 1,200 |
| Employee recruitment & retention | 715 | 2,000 | 6,427 | 6,000 |
| Volunteer appreciation | | 500 | 0 | 500 |
| Other personnel related costs | 635 | 3,700 | 6,427 | 7,700 |
| Total personnel costs | 236,539 | 264,477 | 287,347 | 266,013 |
| Less admin portion of wages & benefits | -56,154 | -58,462 | -53,719 | -57,707 |
| Less visitor services portion of personnel costs | -43,675 | -48,245 | -44,642 | -48,859 |
| | 136,710 | 157,770 | 188,986 | 159,447 |

Tourism Langley Association
2017 Operating Budget
Year Ended December 31

F.4

| | 2015 | 2016 | 2016 | 2017 |
|--|----------------|----------------|----------------|----------------|
| | Actual | Budget | Actual | Budget |
| Visitor Services | | | | |
| Brochure distribution | 428 | 1,500 | | 1,500 |
| Visitor Centre facility costs | 12,127 | | | |
| Visitor services personnel (% of salaried employees) | 43,675 | 48,245 | 44,642 | 48,859 |
| Visitor services supplies | | | 80 | 100 |
| Uniforms | 557 | 300 | 387 | 400 |
| Vehicle lease | 1,037 | 6,600 | 6,220 | 6,220 |
| Vehicle operating expenses | 881 | 8,700 | 5,371 | 6,000 |
| Project OTO - Visitor Services Marketing | 37,566 | | | |
| | 96,271 | 65,345 | 56,700 | 63,079 |
| Operating expenses | | | | |
| Accounting & bookkeeping | 8,579 | 9,500 | 12,008 | 12,570 |
| Admin wages & benefits (% of salaried employees) | 56,154 | 58,462 | 53,719 | 57,707 |
| Audit & legal | 2,107 | 1,500 | 6,532 | 3,000 |
| Bad debts | 2,667 | 1,500 | 474 | 993 |
| Bank charges | 2,610 | 2,250 | 3,071 | 3,000 |
| Board expenses | 1,914 | 2,500 | 10,994 | 3,000 |
| Insurance | 3,879 | 4,000 | 2,522 | 4,000 |
| Maintenance - facility | 1,547 | 1,500 | 0 | |
| Office equipment & maintenance | 9,769 | 8,500 | 6,545 | 7,000 |
| Office lease | 35,606 | 30,511 | 33,042 | 33,042 |
| Office supplies | 1,549 | 2,000 | 1,150 | 1,500 |
| Society events/reporting (AGM) | 759 | 5,000 | 6,432 | 6,000 |
| Telephone & internet | 5,345 | 5,700 | 6,802 | 6,800 |
| Utilities | 1,188 | 2,800 | 861 | 1,000 |
| Less Visitor Centre portion | -12,127 | | | |
| | 121,546 | 135,723 | 144,152 | 139,612 |
| Total expenses | 607,304 | 614,438 | 656,768 | 634,538 |
| Net income (loss) | 24,820 | -5,491 | -31,046 | 0 |



NUMBER: S-52835

SOCIETY ACT

CERTIFICATE OF INCORPORATION

I Hereby Certify that

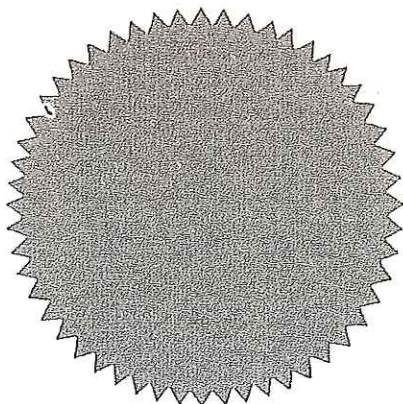
TOURISM LANGLEY ASSOCIATION

has this day been incorporated under the *Society Act*

Issued under my hand at Victoria, British Columbia

on October 31, 2007

RON TOWNSHEND
Registrar of Companies
PROVINCE OF BRITISH COLUMBIA
CANADA





One-Year Tactical Plan with Performance Measures 2017

The following are Project Plans for each major activity Tourism Langley 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.

| | |
|---|--|
| Major Category: Marketing – Consumer | |
| Activity Title: “Pause” Marketing Campaign | |
| Tactics: <ul style="list-style-type: none"> • Identify media advertising opportunities that market and promote Langley to key target markets • Incorporate video and new imagery in both traditional and non-traditional advertising channels • Work with creative agencies when required to develop messaging that builds on the equity of the Tourism Langley brand • Increase following and engagement across all social media channels and use of the <i>#langleyfresh</i> • Explore new social sites/channels/apps and evaluate opportunities for potential development based on the size of the market, and medium utilized | |
| Implementation Plan: <p>There remains a need to market and promote Langley through various advertising methods such as print, online and digitally to enhance other destination marketing efforts. Consideration is given to the source of media and distribution channels while ensuring the right product and advertising approach is aligned to the goals and target markets of the <i>Pause</i> campaign.</p> <p>Social media use as a source of destination information and trip planning continues to be growing strong. Consideration is given to the social distribution channels while ensuring the right product and advertising approach is aligned to the goals and target markets. Social media marketing efforts are coordinated with online collateral, joint programs, and print advertising target markets.</p> | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> • Interest and participation from stakeholder buy-in opportunities • Website visits and length of time spent on site – tracked via unique landing pages or tracking codes • Video views, shares and engagement • Social media followers and engagement levels • Use of <i>#langleyfresh</i> hashtag • Overnight stays |
| <i>Rationale:</i> | The purpose is to identify, and take advantage of, the potential visitor’s need to unplug, slow down, and experience life by showcasing Langley as the perfect |

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| | place to do just that through the use of <i>Pause</i> messaging, imagery and video. Consideration is given for the most cost effective media for advertising to achieve the required coverage and number of exposures in our key target audiences. |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> • Identify consumer trends and key target markets • Ongoing identification of media advertising opportunities that include traditional and non-traditional means that target primary markets • Source creative and production agencies when required • Liaise with Destination BC to ensure alignment with provincial and regional criteria |
| <i>Potential Partnerships:</i> | Destination BC, Langley Stakeholders, specifically Accommodation sector |
| <i>Resources:</i> | <ul style="list-style-type: none"> • Traditional; print, TV • Non-traditional; social, online, email • Stakeholder and partner social channels • Image/Video Bank |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> • MRDT funds |
| <i>Responsibilities:</i> | Opportunities will be a coordinated effort by the Destination Sales & Marketing Mgr. with input from Executive Director. |
| <i>Timeframe:</i> | <ul style="list-style-type: none"> • Media Advertising will be ongoing in Q1 through Q4 in 2017, with an emphasis on promoting shoulder season travel • Enhanced marketing tools such as updated image bank and video will be utilized during early summer and fall of 2017 to capitalize on peak availability of seasonal product highlights. |
| <i>Budget:</i> | |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> • Website visits and length of time on site – tracked via unique landing pages or tracking codes • Unpaid and paid media impact, including reach and distribution • Social media engagement levels • Video engagement levels |
| Performance Measures Output Measures: <ul style="list-style-type: none"> • Social Campaign including video promotion • Targeted Tripadvisor Media Campaign • Targeted online video campaign • Targeted email campaign • Print and TV advertising Outcome Measures: <ul style="list-style-type: none"> • 25% increase in website traffic over previous year • Increased stakeholder engagement on social media • Grow Instagram followers by 25% (~1121) • Grow Facebook followers by 15% (~700) • Grow Twitter Followers by 10% (~675) • Increase in unpaid media stories | |

- Increase in MRDT revenues over previous year

Major Category: Marketing – Consumer

Activity Title: Regional and Langley Circle Farm Tour

Tactics:

- Identify media advertising opportunities that market and promote the RCFT and Langley CFT to key target markets
- Work with creative agencies when required to develop messaging that builds on the equity of the Circle Farm Tour program

Implementation Plan:

There remains a need to market and promote the Langley Circle Farm Tour through single and collaborative advertising methods such as print, online and digitally to enhance other destination marketing efforts. Consideration is given to the source of media and distribution channels while ensuring the right product and advertising approach is aligned to the goals and target markets.

- Advertising Buy – The RCFT Annual Marketing Plan includes advertising space and insertion into one edition of Edible Vancouver and Wine Country Magazine. This may be additionally supported by Tourism Langley. (45,000 copies including overrun of 10,000)
- Online Marketing – The RCFT will hire a contractor to manage social media channels, blog and social advertising. This will also be supported by social promotion from Tourism Langley.
- Consumer Shows/Events – The RCFT will attend consumer show(s) to provide awareness and specific information on the regional program at key locations in the Vancouver and Metro Vancouver area where they can align with their target markets. This will be additionally supported by Tourism Langley.
- FAM Tours/Events – Tourism Langley will hold a community specific familiarization tour or event in the Q2 to promote the upcoming season, new CFT farm partners and the program as a whole.
- Develop and distribute the 2017 Langley Circle Farm Tour brochure. (35,000 copies)
- Encourage participation in Destination BC's Remarkable Experiences Program designed to support tourism operators in developing and delivering outstanding experiences while enhancing their digital and social media marketing efforts

Quantifiable Objectives:

- Interest and participation from stakeholder buy-in opportunities including Langley CFT and Remarkable Experiences Programs
- Website visits – tracked via unique landing pages or tracking codes
- Social media followers and engagement
- Media stories generated
- Conversations at shows/events & distribution of materials

Rationale:

The purpose is to identify and take advantage of the most cost effective media for advertising, and awareness programs to achieve coverage and exposure of community and regional agritourism in our key target audiences. Agritourism continues to gain popularity, and continued promotion of the Circle Farm Tour program builds upon the original initiative that was established 10+ years ago to develop a strong and vibrant tourism industry.

Action Steps:

- Identify consumer trends and key target markets

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| | <ul style="list-style-type: none"> • Ongoing identification of media advertising opportunities that include traditional and non-traditional means that target primary markets • Source creative and production agencies when required • Liaise with Destination BC to ensure alignment with provincial and regional criteria • Encourage stakeholder participation in Remarkable Experiences Program |
| <i>Potential Partnerships:</i> | <ul style="list-style-type: none"> • Tourism Abbotsford, Tourism Chilliwack, Tourism Harrison, City of Maple Ridge • Destination BC • Langley and regional stakeholders |
| <i>Resources:</i> | <ul style="list-style-type: none"> • Traditional; print • Non-traditional; online, video • Agritourism stakeholders • RCFT Communities • DBC Remarkable Experiences Program |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> • Stakeholder buy-in • Destination BC • MRDT funds |
| <i>Responsibilities:</i> | Opportunities will be a coordinated effort by the Destination Sales & Marketing Mgr. with input from Executive Director. |
| <i>Timeframe:</i> | Media/Online Advertising will be ongoing in Q1 through Q4 in 2017, with specific emphasis on Q2 and Q3 to capitalize on peak season availability of products and experiences. |
| <i>Budget:</i> | \$4,000 plus?? (\$1750 for Remarkable Experiences) |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> • Increased revenues from stakeholder buy-in opportunities • Interest and participation in stakeholder buy-in opportunities • Website visits – tracked via unique landing pages or tracking codes • Earned media impact • Social media measurements • Number and quality of consumer interactions at shows/events |
| Performance Measures Output Measures: <ul style="list-style-type: none"> • Online Marketing Campaign, including daily posts on social media, promoted posts, promoted blog posts, social ads. • One (1) Print ad • Brochure/Insert created and distributed • Production and distribution of 2017 Langley Circle Farm Tour brochures Outcome Measures: <ul style="list-style-type: none"> • 10 % increase in website traffic over previous year • 10% increase in social media followers and engagement over previous year • Increase in number of stakeholders interested in participation in Langley CFT Program • Partner participation in Remarkable Experiences Program | |

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|--|--|
| Major Category: Marketing – Consumer | |
| Activity Title: The Fraser Valley Marketing Campaign | |
| Tactics: <ul style="list-style-type: none"> Identify media advertising opportunities that market and promote the Fraser Valley to key target markets Incorporate video and new imagery in both traditional and non-traditional advertising channels Work with creative agencies when required to develop messaging that builds on the equity of the Fraser Valley brand | |
| Implementation Plan: <ul style="list-style-type: none"> Online Marketing – The Fraser Valley Group will contract an agency to manage social media channels, blog and social advertising. This will also be supported by social promotion from Tourism Langley. Print Advertising – One to two (1-2) targeted, high impact advertising spots in key target markets will be purchased. Consumer Shows/Events – Key shows and events will be attended with a compelling ‘Fraser Valley’ presence where materials and flatsheets will be distributed. Media Relations – Key influencers will be targeted to create paid and un-paid media stories creating awareness of travel to the Fraser Valley in our target markets. Develop and distribute the 2017 Fraser Valley Experiences Guide (65,000 copies) | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> Interest and participation from stakeholder buy-in opportunities Website visits – tracked via unique landing pages or tracking codes Social media followers & engagement levels Views and engagement of Fraser Valley videos Media stories generated Overnight visitation to the Fraser Valley |
| <i>Rationale:</i> | The purpose is to identify, and take advantage of, the most cost effective media for advertising to achieve coverage and exposure in our key target audiences. The Fraser Valley’s proximity to Vancouver and the US border, in addition to its wealth of remarkable experiences that draw visitors to the province make it an ideal destination for British Columbia and Washington residents. The variety of experiences found in the region promote opportunities for repeat visitation. |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> Identify consumer trends and key target markets Ongoing identification of media advertising opportunities that include traditional and non-traditional means that target primary markets Source creative and production agencies when required Liaise with Destination BC to ensure alignment with provincial and regional criteria Identify opportunities with <i>Tourism Abbotsford</i> and <i>Tourism Chilliwack</i> to capitalize on resources Develop stakeholder buy-in opportunities |
| <i>Potential Partnerships:</i> | <ul style="list-style-type: none"> Tourism Abbotsford, Tourism Chilliwack Seek <i>pay to play</i> partnerships where applicable; i.e. accommodation and attractions sectors when marketing packages to targeted demographics. |

| | |
|--|--|
| <i>Resources:</i> | <ul style="list-style-type: none"> • Traditional; print • Non-traditional; online, video • Consumer Shows/Events • Media/Influencers |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> • MRDT funds • Destination BC Coop Funding • Tourism Abbotsford, Tourism Chilliwack • Stakeholder buy-in |
| <i>Responsibilities:</i> | Opportunities will be a coordinated effort by the Destination Sales & Marketing Mgr. with input from Executive Director. |
| <i>Timeframe:</i> | <ul style="list-style-type: none"> • Media and Online Advertising will be ongoing in Q1 through Q4 in 2017 with emphasis on promoting shoulder season travel • Enhanced marketing tools such as updated image and video bank will be utilized during Spring and Summer of 2017 to capitalize on peak and availability of seasonal product highlights. |
| <i>Budget:</i> | \$25,000 |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> • Increased revenues from stakeholder buy-in opportunities • Interest and participation in stakeholder buy-in opportunities • Website visits – tracked via unique landing pages or tracking codes • Earned media impact • Social media engagement • Video engagement • Number and quality of consumer interactions at shows/events |
| Performance Measures Output Measures: <ul style="list-style-type: none"> • Video promotion in social and traditional avenues • Online advertising campaign • 1-2 Print Advertisements • Event activations • Production and distribution of the 2018 Fraser Valley Experiences Guide Outcome Measures: <ul style="list-style-type: none"> • 10% increase in website traffic over previous year • 10% increase in social media followers and engagement over previous year • Increase in media stories generated • Increase in interest in advertising in the 2018 Fraser Valley Experiences Guide • Increase in online views of 2017 Fraser Valley Experiences Guide • Increase in overall regional hotel occupancy rate | |

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|---|--|
| Major Category: Marketing – Travel Media | |
| Activity Title: Travel Media Relations | |
| Tactics: <ul style="list-style-type: none"> • Target and attract the attention of selected media writers, producers and influencers in conjunction with Vancouver Coast & Mountains media relations and Destination BC; qualify media • Ensure media kits are updated on regular basis • Identify new product and service offerings and update Vancouver Coast & Mountains and DBC accordingly • Stimulate well-researched stories about Langley • Ensure image bank remains relevant, accessible and of reproduction quality | |
| Implementation Plan: <p>Build on existing media relations program to better engage, inform and motivate travel writers and influencers in the marketplace. The travel media relations program will be documented and will be further developed.</p> | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> • Increase the number and quality of media stories. • Increase the number of information/image/video requests from media • Increase the number of hosted media FAMS/attendance |
| <i>Rationale:</i> | <p>Opportunities to showcase and highlight the community of Langley as a whole and/or its particular range of offerings in a variety of traditional and non-traditional media outlets broadens the scope of awareness in target markets. Consideration will be given to ensure subject matter, distribution and quality of media coverage meets our goals and objectives in conjunction with budget.</p> |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> • Provide DBC with new product offerings • Update list of Langley story starters • Reach out to media who don't already have a relationship with TL to source potential partnerships, provide story inspiration • Find holes in image bank and source qualified photographer(s) to fill them • Contract a videography company to film new video b-roll |
| <i>Potential Partnerships:</i> | <p>Work with the Fraser Valley group, Circle Farm Tour, West Coast Food, LMTA to bring travel media out to the region - more to offer, farther they will come.</p> |
| <i>Resources:</i> | <ul style="list-style-type: none"> • DBC/VCM Travel Media Relations Team • Past relationships with travel media through Tourism Langley and partnered programs • Fraser Valley, West Coast Food, Circle Farm Tour partnerships |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> • DBC Co-op Marketing Partnerships Program • Destination BC Visiting Journalist Program • MRDT |
| <i>Responsibilities:</i> | <p>Executive Director with support from Destination Sales and Marketing Mgr.</p> |
| <i>Timeframe:</i> | <p>Q1 through Q4 2016</p> |
| <i>Budget:</i> | |

| | |
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| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> • Number & quality of media stories • Variety of subject matter and media channels (traditional/non-traditional) • Reach & engagement of media stories • Level of interest from travel media • Increase in information/image/video requests from media • Increase in number of hosted media FAMS/attendance |
| <p>Performance Measures:</p> <p>Output Measures:</p> <ul style="list-style-type: none"> • Increase in number of stories published about Langley. <p>Outcome Measures:</p> <ul style="list-style-type: none"> • 25% increase in number of visitors to Tourism-Langley.ca over previous year. • Increase in following and engagement on Tourism Langley social channels | |

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| Major Category: Marketing – Travel Trade | |
| Activity Title: Travel Trade | |
| Tactics: Target key travel trade opportunities in Pacific Northwest in coordination with the Fraser Valley Group. | |
| Implementation Plan: <ul style="list-style-type: none"> Develop services, partnerships and promotional programs with the Travel Trade sector. Create engaging itineraries to share with travel trade influencers and Destination BC travel trade staff. | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> Number of itineraries that include Langley as a stop Number of contacts with tour operators |
| <i>Rationale:</i> | Engage with receptive tour operators who include and can be encouraged to develop Lower Mainland itineraries. |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> Focus on emerging markets from China, India and Mexico that are served by inbound tour operators. Work in coordination with DBC Travel Trade team to ensure adequate product knowledge for Langley prior to DBC's attendance at various travel trade shows. Create engaging itineraries to share with travel trade and DBC representatives. |
| <i>Potential Partnerships:</i> | The Fraser Valley Group |
| <i>Resources:</i> | DBC/VCM Travel Trade Team |
| <i>Sources of Funding:</i> | MRDT |
| <i>Responsibilities:</i> | Executive Director with support from Destination Sales & Marketing Manager |
| <i>Timeframe:</i> | Q1 through Q4 2017 |
| <i>Budget:</i> | |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> Increase in itineraries that include Langley as a stop Increased level of interest from tour operators |
| Performance Measures Output Measures <ul style="list-style-type: none"> A minimum of # itineraries created. Outcome Measures <ul style="list-style-type: none"> At least # newly established relationships with tour operators. Increase in number of itineraries that include Langley. | |

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| Major Category: Destination Development | |
| Activity Title: Destination Development & Community Engagement | |
| Tactics: Identify programs, collaborative and otherwise to grow tourism demand for Langley including; <ul style="list-style-type: none"> • Participation in West Coast Food programming • Creation of new avenues for Community Engagement | |
| Implementation Plan: <ul style="list-style-type: none"> • Encourage the building of new community stakeholder relationships for packaging opportunities and cross-promotion into broader markets. • Hold workshops designed to promote stakeholder engagement and collaboration • Provide stakeholder engagement opportunities at annual AGM • Participate in the West Coast Food campaign to expand the reach of the Tourism Langley brand for the culinary market in Washington State. • | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> • Exposure for stakeholders through collaborative mediums • Langley presence on West Coast Food website • Participation in Media trips and Promotional events • New opportunities for stakeholder engagement in campaigns and initiatives |
| <i>Rationale:</i> | Maximizing the destination's reach into broader markets can be achieved through partnerships with neighboring destinations as well as community stakeholders. Community engagement promotes positive stakeholder relationships with each other, as well with Tourism Langley. |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> • Identify opportunities with the <i>Lower Mainland Tourism Alliance</i> to capitalize on resources • Ongoing identification of media advertising opportunities that include traditional and non-traditional means that target primary markets • Liaise with Destination BC to ensure alignment with provincial and regional criteria • Ensure that Langley content is up to date across all collaborative partnerships. • Bring speakers and presenters to the community to provide valuable and informative workshops that will promote relationship building and collaborative programming • Source creative and production agencies when required • Research and develop film tourism content for Tourism Langley website |
| <i>Potential Partnerships:</i> | <ul style="list-style-type: none"> • LMTA Partners – Tourism Surrey, Tourism White Rock, Tourism Richmond, Tourism New Westminster, Tourism Coquitlam, Tourism Burnaby, Tourism Vancouver, Vancouver's North Shore Tourism Association • Destination BC • Tourism Langley stakeholders • City of Langley, Township of Langley |
| <i>Resources:</i> | LMTA; West Coast Food, Destination BC, Stakeholder Network, Municipalities |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> • MRDT Funds • CDMO's buy-in • Destination BC Co-op Marketing Funds (leveraged funds) |

| | |
|---|---|
| | <ul style="list-style-type: none"> Stakeholder Buy-In |
| <i>Responsibilities:</i> | Executive Director with support from all Tourism Langley staff |
| <i>Timeframe:</i> | Q1 through Q4 2017 |
| <i>Budget:</i> | |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> Tourism Langley and West Coast Food website visitation Exposure for stakeholders through collaborative mediums Sign up for stakeholder workshops and programs Participation in Media trips and Promotional events Greater community engagement and communication with Tourism Langley |
| Performance Measures Output Measures: <ul style="list-style-type: none"> Participate in relevant collaborative discussions and meetings. Identify those opportunities that will most benefit tourism development in Langley Generate new content for West Coast Food on a regular basis Bring stakeholder workshops to community Outcome Measures: <ul style="list-style-type: none"> 25% increase in website traffic to tourism-langley.ca over previous year Increase in website traffic to Westcoastfood.ca over previous year, specifically Langley pages Increase in Tourism Langley social media followers and engagement Increase in the number of Langley stories generated Increase in number of stakeholder packages and collaborative opportunities | |

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| Major Category: Visitor Services |
| Activity Title: Digital & Mobile Visitor Servicing |
| Tactics: |

| | |
|--|---|
| <ul style="list-style-type: none"> • Continue to work with DBC on Social Media Visitor Services Pilot Program • Increase frequency and relevance of “on-line” listening for conversations about Langley and our neighbouring communities • Promote and implement Mobile Visitor Services program | |
| <p>Implementation Plan:</p> <p>With the switch to Digital Visitor Servicing, maintaining an online presence is vital. Through many social channels and our <i>AskLangley</i> page, we strive to provide engaging and efficient digital visitor services to aid visitors in making the decision to choose Langley. The addition of the Mobile Visitor Services model is a key component to the enhancement of our digital visitor services. Going to the visitor, at key events and tourist locations around the area, allows for increased visitor engagement as well as awareness to potential visitors.</p> | |
| <p><i>Quantifiable Objectives:</i></p> | <ul style="list-style-type: none"> • Increase conversations over social channels • Increased traffic and length of time on AskLangley page of website • Increased engagement at events and mobile locations • Increased collateral distribution at events and mobile locations • Track success of events attended based on attendance, interactions and conversations, market, location and type. |
| <p><i>Rationale:</i></p> | <p>The purpose is to maintain a strong presence on our social media channels while growing our online presence for our digital visitor services; i.e. AskLangley.ca. Attending key events and high-volume visitor locations around Langley and Metro Vancouver to showcasing what Langley has to offer to current and potential visitors, and answer inquiries.</p> |
| <p><i>Action Steps:</i></p> | <ul style="list-style-type: none"> • Track monthly stats for social channels and conversations • Continue to work with DBC on Social Media Visitor Services Program • Identify key trends in social media and attend workshops to enhance social media awareness • Identify key events and locations around Langley to attend and set up mobile visitor services • Identify key events throughout Metro Vancouver to attend and set up mobile visitor services • Engage Summer Student in Visitor Services. |
| <p><i>Potential Partnerships:</i></p> | <ul style="list-style-type: none"> • Destination BC and Hootsuite • Langley festivals & events • Langley accommodation providers and attractions • Metro Vancouver festivals & events |
| <p><i>Resources:</i></p> | <ul style="list-style-type: none"> • Social Channels and Analytic tools (Facebook, Twitter, Hootsuite, Iconosquare and Instagram) • Stakeholders • Event organizers |
| <p><i>Sources of Funding:</i></p> | <ul style="list-style-type: none"> • MRDT • Township of Langley Fee for Service • City of Langley Fee for Service • Destination BC Visitors Services network program (FFS) • Canada Summer Jobs |

| | |
|--|---|
| <i>Responsibilities:</i> | Development & management of social channels, response to AskLangley inquiries and attendance at key events will be by Visitor Experiences Specialist and Summer Student, supported Destination Sales & Marketing Manager with input by Executive Director. |
| <i>Timeframe:</i> | Ongoing from Q1 to Q4, with emphasis on Q2 and Q3 |
| <i>Budget:</i> | |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> • Social Media engagement analytics • Website analytics, specifically AskLangley.ca • Track number of visitors, information requested and brochure distribution at events/key locations • Track and evaluate success of events |
| Performance Measures Output Measures: <ul style="list-style-type: none"> • Promote the use of #LangleyFresh and #ExploreBC on all digital mediums • Use Hootsuite daily to post, monitor and engage in, Langley (and neighbouring community) conversations on Twitter • Respond to AskLangley questions received through all channels in a timely and efficient manner • Attend at least ____ events/locations with Mobile Visitor Services Outcome Measures: <ul style="list-style-type: none"> • 25% increase in number of visits to Tourism-Langley.ca over previous year • 10% increase in number of visitors to AskLangley.ca over previous year • Increase in social media followers and engagement • Increase in the number of AskLangley inquiries answered through all platforms and channels • Increase in interactions with visitors at events/locations over previous year • Increase in stakeholder requests for mobile visitor services over previous year | |

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|--|
| Major Category: Marketing - Sport Tourism |
| Activity Title: Sport Marketing & Events |
| Tactics: |

| | |
|---|--|
| To continue to promote Langley as a viable Sport Hosting destination through external marketing and internal support plans. | |
| Implementation Plan: It is important that Tourism Langley continues to maintain a relationship with the local municipalities and industry organizations to be well positioned to provide support for all local sport groups who are considering hosting an event in the community or nearby region. | |
| <i>Quantifiable Objectives:</i> | <ul style="list-style-type: none"> Meet with 3 Local Sport Groups Quarterly and discuss their Sport Hosting Goals, and how Tourism Langley can support them. Identify 3 Sport Events to recommend a bid for TOL or Local Sport Groups to pursue. |
| <i>Rationale:</i> | Sport continues to be a growing segment for visitation and the accommodation sector. Tourism Langley can continue to play the role of support player for Local Sport Groups needing assistance with Bid preparation, Grant applications and local sponsorship/ Hotel Room support. Tourism Langley also aims to play a role in supporting the Township of Langley and City in any bids for large events through Letters of support, RFP submissions for accommodation sector, contacting previous event hosts for ROI information and utilizing our Sport Tourism Network. |
| <i>Action Steps:</i> | <ul style="list-style-type: none"> By meeting with our Local Sport User groups, we can keep them informed of our capacity to provide support. Continue to use our membership in the CSTA to source our potential event hosting bids that fit the parameters of what Langley is able to host Continue to use our strong position the BC Sport Tourism Network to explore any partnership or supporting opportunities with neighbouring community's events. Continue to communicate and be available regularly to provide support, research and insight with the Township of Langley and City of Langley for any Sport hosting bids they are considering |
| <i>Potential Partnerships:</i> | <ul style="list-style-type: none"> The Township of Langley, the City of Langley, Langley Events Centre BC Sport Tourism Network |
| <i>Resources:</i> | <ul style="list-style-type: none"> CSTA Membership |
| <i>Sources of Funding:</i> | <ul style="list-style-type: none"> Tourism Langley budget Township of Langley Fee for Service |
| <i>Responsibilities:</i> | <ul style="list-style-type: none"> Final decisions on all endeavors are executed by the Executive Director All networking, partnerships and presentation of opportunities to the Executive Director to be provided by the Destination Development, Sport Manager. |
| <i>Timeframe:</i> | Q1 - Q4 |
| <i>Budget:</i> | |
| <i>Evaluation Mechanism:</i> | <ul style="list-style-type: none"> # of bids supported # of downloads of Sport Langley Hosting Kit Application # of requests for Tourism Langley sponsorship |
| Performance Measures Output Measures: <ul style="list-style-type: none"> Establish a minimum of # 3 local sporting group event leads | |

- Establish a recognized MOU with the Langley Events Centre for support
- Provide support 3 TOL or City of Langley event bids
- Sponsor a minimum of 3 local sporting events

Outcome Measures:

- Measurable increase in Financial support to Local Events
- Recognition from TOL or LEC for Tourism Langley as a Sport Hosting Partner



2017-2021 MRDT Renewal Application

Local/Regional Stakeholder and Destination BC Consultation

Outreach communications

- Quarterly newsletter sent to stakeholders and DBC including marketing opportunities, industry news, funding opportunities and partnerships, community stakeholder updates etc.
- Monthly Executive Directors Reports for Tourism Langley Board
- Business and Marketing plans available online
- Tourism Langley Annual Report distributed at Annual General Meeting
- 2016 Tourism Langley Stakeholder Survey

Conferences & Engagement Sessions

- Destination BC Branding Workshops
- Destination BC's Vancouver, Coast & Mountains Regional Meeting
- BC Tourism Industry Conference
- Three Langley Hotelier Meetings throughout 2016 to discuss MRDT renewal, 5 year Business Plan and 1 year Tactical Plan, plus multiple individual meetings with hoteliers
- Monthly Tourism Langley Board Meetings
- Lower Mainland Tourism Alliance Quarterly Meetings
- Visitor Centre Network Conferences
- The Fraser Valley Marketing Group sessions
- BC Destination Marketing Organization Association Bi Annual Meetings
- TIABC Meetings
- Tourism Langley Annual General Meetings

January 26, 2016

Notice of Meeting

Dear Langley Accommodation Providers,

On behalf of the Tourism Langley Board of Directors we invite you to attend an information session regarding the renewal of the M.R.D.T. (formerly the Additional Hotel Room Tax). This regular renewal process will begin later in 2016 and the first step is this information session occurring:

DATE: Thursday, February 11th, 2016
Time: 3:00pm
Location: The Sandman Hotel Langley,
8855 202 St, Langley

This is part of the 5 year renewal process for the current M.R.D.T. entitled to Tourism Langley which has been imposed by The Township of Langley and the City of Langley municipalities respectively since 2007 with all collected tax being used to assist in funding to promote visitation and tourism related activities.

Your participation and valuable input is required. Please RSVP by Thursday February 4th to info@tourism-langley.ca

Karen Long,

Secretary Treasurer, Tourism Langley Society



Accommodation Properties Meeting
Thursday, February 11 – 2016
Sandman Hotel Langley – 8855 201st Street

Welcome

Round Table Introductions

Review of MRDT renewal guidelines

Changes to MRDT effective September, 2015

Action Plan for Renewal

Next Steps

Tourism Langley Hotelier Meeting

LEC conversation

The Langley Events Centre was mentioned during our 1 on 1 meetings held with Tourism Langley Accommodation providers in the following capacities:

- Select Hotels were concerned that their property was not able to host teams that were attending events hosted at the LEC and that some teams wishing to stay at their property were advised they would be penalized for doing so
- Select Hotels expressed concern that the process for bidding to become a host hotel for an event occurring at the LEC was not a clear and transparent process
- Select Hotels were concerned at the above items could potentially shed negative light on Prospective Event hosts and deem the LEC and more so Langley a destination with obstacles for their teams to deal with
- The overall consensus was that our hoteliers are very supportive of sport hosting initiatives and hoping for clearer and barrier free avenues to provide the opportunity to bid on events occurring at Langley facilities, primarily the Langley Events Centre



NOTICE OF MEETING

Dear Langley Accommodation Providers;

On behalf of the Tourism Langley Association and Board of Directors, we invite you to attend a meeting regarding the continued process for the additional hotel room tax renewal (MRDT) for the municipalities; Township of Langley and the City of Langley.

Date: Tuesday, May 31st, 2016

Time: 3:00 pm

**Place: Best Western Plus Langley Inn
5978 Glover Road – Willow North Room**

As determined at the meeting on February 11, 2016, the purpose of this session is to review options and considerations in funding and tourism related activities for the 2017 to 2021 renewal term and to determine next steps required to ensure the process adheres to the requirements of the Ministry of Finance, Destination BC and the designated recipients; the Township of Langley and the City of Langley.

Your participation and valuable input is required. Please RSVP by Friday, May 27th to info@tourism-langley.ca

Deborah Kulchiski
Executive Director



STRATEGIC PLANNING SESSION

Friday, September 16th – 11:00 am to 4:00 pm

AGENDA

Five Year Business Plan

- Review of past five years (2012 – 2016)
- Successes, Challenges & Opportunities
- Moving forward – next five years
 - Challenges and opportunities

Discussion Highlights

- Review of 2016 Tactical Plan
- Development of 2017 Goals & Tactics
 - Marketing
 - Visitor Services
 - Sport
 - Destination Development

BUSINESS CASE STUDY

MRDT RENEWAL PROCESS
2017 – 2021



Prepared for: Langley Accommodation Properties
May 30 2016

TOURISM LANGLEY

BUSINESS CASE STUDY

BACKGROUND

In the spring of 2006, the City of Langley and the Township of Langley embarked upon a joint tourism planning initiative delivered through Tourism BC's Community Tourism Foundations program (CTF). As a result of this collaborative process, a suite of priorities, including a high-level Tourism Plan was approved and adopted, and the Tourism Langley Association officially opened its doors on January 1, 2008.

Shortly after the process of creating Tourism Langley began, accommodation providers supported the notion of funding the organization through the 2% Municipal & Regional District Tax; a funding model introduced to municipalities in 1987, developed for the purpose of local tourism marketing programs and projects and intended to help grow local and provincial revenues, visitation and jobs and amplify BC's tourism marketing efforts in an increasingly competitive marketplace.

MRDT revenue began to flow to Tourism Langley in 2007 and as a result, Tourism Langley has been able to implement ongoing, successful and results oriented tourism marketing programs on behalf of the municipalities and local industry stakeholders.

The MRDT funding model is based on a 5-year renewal cycle. The first renewal was in 2012 when Tourism Langley submitted a successful application that included 100% support from the City of Langley accommodation providers; 7 out of 7 properties and 82% support from the Township of Langley; 10 out of 12 accommodation providers. The organization is currently operating within the last year of the 2012 – 2016 Business Plan and is due for the next five-year renewal cycle in July 2017.

In September 2015, the government updated the MRDT Program including opportunities to increase MRDT from 2% to 3% as well as the introduction of new application requirements. Since the new legislative act was implemented, many DMOs have begun the process of seeking the additional 1%. This increased revenue stream will position DMOs in a new and competitive playing field as they will realize additional revenues to their marketing budgets, enabling increased investment in new or enhanced marketing programs, increased competition for visitor dollars; resulting in increased room nights and overnight stays in those respective communities.

The purpose of this study is to outline the renewal process for the Municipal & Regional District Tax (MRDT) and to identify how the options of a 2% MRDT model or 3% MRDT model will impact Tourism Langley and industry stakeholders.

THE MUNICIPAL & REGIONAL DISTRICT TAX (MRDT)

The MRDT is a tax of up to 3% on the purchase of accommodation imposed in specific geographic areas of the province (designated accommodation areas) on behalf of municipalities, regional districts or eligible entities.

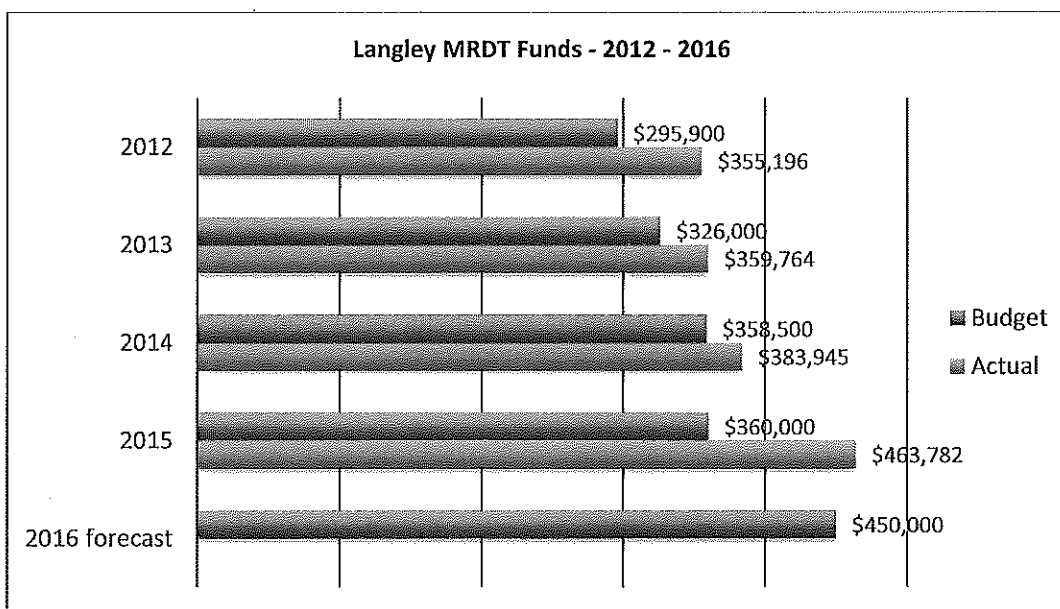
To date, approximately 54 communities/regions are collecting the 2% MRDT. Several communities/regions have either secured or are pursuing the option of the additional 1%.

The principles of the MRDT Program include:

- 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.

The MRDT in Langley Today

For Langley accommodation providers with 4 rooms or more, the tax is reported and remitted (alongside the PST) to the Ministry on a monthly, quarterly or annual basis, depending on the size of the property. Note: This equates to 360 rooms in the City of Langley and 1600 in the Township of Langley. The Ministry then sends Langley's monthly MRDT amounts, less an administration fee, to the municipalities who in turn send it under contract, to Tourism Langley.



The environment in which Tourism Langley operates remains one of constant change as the organization works to position and align programs and services that will continue to meet the ever-changing pace of the travelling economy. Locally, tourism continues to be a growth strategy for our communities and our region. MRDT funds received, contributed directly to Tourism Langley's success in marketing the community with key audiences.

STAKEHOLDER SUPPORT & ADDITIONAL INVESTMENT

Leveraging Funds

Through successful annual applications to Destination British Columbia, Tourism Langley, since 2012, has enhanced and strengthened revenues by approximately \$68,650. The *Community*

Tourism Opportunities Fund (CTO) and the new *Co-op Marketing Fund* have enabled the organization to develop, deliver and expand on marketing programs on behalf of Langley stakeholders that include; niche market publications, shop local programs and buys into regional and provincial marketing campaigns, thereby significantly extending our marketing reach.

From 2012 to 2015, stakeholder investment in Tourism Langley marketing programs, specifically publication advertising and destination marketing programs, grew by 164%, a substantial increase over previous years. This increase resulted in approximately \$200,000 in additional revenue to invest in marketing Langley.

Sponsorship

Since 2012, Tourism Langley has supported a wealth of local festivals and events through sponsorship, both financially and in-kind. On average, over \$5,000 annually has been contributed through financial support alone. In-kind services include event advertising & promotion, donations of hosting kits and visitor services support.

Letters of Support/Advocacy

Tourism Langley provides support to ensure the development or enhancement of locally distinctive products, services, activities and events. Letters of Support and advocacy outreach is made available to local individuals, businesses and organizations.

Travel Trade & Media

Since 2012, Tourism Langley has hosted over 150 influencers on press trips and familiarization tours. This includes writers, bloggers and photographers who have generated stories about Langley through a variety of distribution channels, including traditional media (print, radio, TV) as well as digital/social media aimed at key target audiences.

Trade & Consumer

Since 2012, Tourism Langley has represented Langley and stakeholder businesses and services at a variety of trade and consumer shows in BC, Alberta and the Pacific Northwest (WA and OR). Shows attended include: Northwest Women's Show, Calgary Motorcycle Show, Seattle Outdoor Show, Vancouver Outdoor Show, Bellingham Women's Show, Eat Vancouver, Eat Fraser Valley and Vancouver's Tourism Showcase.

THE CURRENT SITUATION

Arguably one of the world's fastest growing industries, the global tourism industry, in 2015 marked its 6th consecutive year of above-average growth, with international arrivals increasing by 4% or more every year since 2010.

Unlike many Canadian industries, travel and tourism is experiencing optimal business conditions, particularly from the US market where the combination of economic recovery, increased passport ownership and currency exchange provide an excellent opportunity to generate interest in travel to Canada. (TIAC News – March 22, 2016)

2015 ended on a positive note for Canada with total international arrivals increasing 7.5% over 2014, well above the previously noted global growth rate of 4.4%. (Destination Canada Tourism Snapshot December 2015). And British Columbia continues to perform slightly better than the rest of Canada, with international overnight arrivals increasing 7.9% in 2015 to 4.925 million visitors; from 4.65 million visitors in 2014. This figure includes an increase in the number of overnight US visitors by about 200,000. (DBC International Visitor Arrivals). As a result, many municipalities, including the City and Township of Langley, have identified tourism as a key contributor to local economies.

As neighboring DMOs realize success in seeking the extra 1%, they will have additional revenues to invest in new destination marketing programs, which will result in increased competition for visitor dollars. Also impacting the tourism industry is the constant growth of the accommodation sector. Visitors have more choice of where to stay than ever before with the increase of room availability due to new hotels, expanded hotels and the sharing economy (Air bnb). Additionally, new approaches to collaborative marketing and destination marketing boundaries have been established since the introduction of Destination BC's Co-op Marketing Program in 2015.

At the same time, competition from new sources of information has impacted consumer travel planning. Organizations like Google, Expedia and TripAdvisor are cutting into the traditional role of DMO's as trip influencers and providers of information.

NEW MRDT PROGRAM REQUIREMENTS

As of September 2015 the government released a document detailing the updated MRDT Program Requirements. The updated requirements include more detailed annual reporting (outlined below), a 5-Year Strategic Plan (upon renewal periods), and an annual Tactical Plan.

Annual Reporting

Under the Provincial Sales Tax Act, all designated recipients, must report back to the Province annually and must provide the following information:

All Designated Recipients:

- Report on the total annual MRDT revenue received (January 1 – December 31 of the reporting year).
- Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period.
- An assessment of the effectiveness of tactics including a description of what worked, what didn't and lessons learned.
- Report on the engagement activities they have undertaken annually to ensure that stakeholders are informed and have the ability to provide input on direction.
- Report on actions taken to verify that proposed activities are complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans.

- Provide a completed Financial Report that shows how MRDT funds were spent consistent with their Five-Year Strategic Business Plan and certify that all revenue was used solely for purposes as approved in their One-Year Tactical Plan.
- Identify and include all administrative costs.
- Provide details regarding what steps they undertook to leverage funding over the year.

Additional Reporting for 3% Designated Recipients:

Must conduct an annual stakeholder survey to:

- Assess the level of awareness of tourism marketing activities in the community
- Assess the level of satisfaction with the use of MRDT funds.
- 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.
- 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 communities.

NEW 3% Option

As part of BC Government's 2015 Budget, the legislature approved a 1% increase to the maximum Municipal and Regional District Tax (MRDT) program rate allowed under the Provincial Sales Tax Act from 2% to 3%. This change to the MRDT rate is entirely voluntary (51%+ of accommodation provider votes approves the increase within a community) and will only apply to municipalities, regional districts or eligible entities that request the increase, and whose applications are approved by government. Included in the increase from 2% to 3% is support of a new provincial Tourism Events Program. 0.2 percentage points of the incremental 1% collected would go back to the province. The Tourism Events Program is a provincial, application-based, program intended to support large events that drive significant overnight visitation to BC. A one percent increase in the MRDT revenue (from 2% to 3%) would provide Tourism Langley the additional funding needed to concentrate on growing tourism through focusing on increased marketing efforts and destination development with the goal to increase the number of visitors and visitor revenues to Langley.

The additional 1% would equate to approximately **\$195,000** in additional MRDT funds (based on previous 4-year average of MRDT funds collected since 2012) to market Langley annually. Of that \$195,000 approximately \$39,000 (20%) would flow to the provincial Tourism Events Program.

Under the current scenario as a 2% designated recipient, assuming that all other revenue streams remain stable, stakeholders can expect to see marketing efforts continue on a status quo basis, and staffing levels maintained at 3 full-time employees. (Executive Director, Destination Sales & Marketing Mgr., Visitor Services Mgr.). When possible, and if resources can support, contract positions currently fill the gap. It's important to note that despite the collection of MRDT, additional revenues sources such as Fee for Service Agreements and grants remain unstable and are renewed and/or applied for on an annual basis; this process will continue to be adhered to.

In order to realize ongoing success, the organization must adapt, adjust and realign their marketing and information services to meet the changing needs of modern customers. The success of the organization and its ability to remain competitive relies on a stable operating environment with ongoing funding and sustainable revenue sources. By securing additional revenues by successfully seeking to become a 3% designated recipient, Tourism Langley will be better positioned to strengthen the organizations marketing staff capacity, therefore strengthening its ability to facilitate and promote high quality tourism experiences that are of interest to visitors, that meet the demands of the accommodation sector (i.e. shoulder season opportunities) as well as provide additional staff resources to ensure strengthened partnerships with the communities, stakeholders and other tourism organizations.

PROPOSED OPPORTUNITIES FROM INCREASED REVENUE

Human Resources

Securing the additional 1% MRDT for Langley would provide the opportunity to add 1 full time employee to the Tourism Langley team. Currently, contractors are sourced on an “as needed” basis.

Group Sales, Meetings and Conventions

This is a market that compliments the leisure travel market and can be positioned to generate and increase overnight stays during the shoulder seasons of spring and fall. While Langley cannot compete with major close proximity group, meeting and convention markets of Vancouver, Richmond, Burnaby and Abbotsford, it can target smaller regional business. Groups, meetings and conferences are a sought after product which deliver a high yield through the per diem expenditures of travelers.

The development of a strategy for targeting meetings, conventions and group sales business could include direct sales to associations, meeting planners and tour operators, which would be supported by print and digital materials. These materials would highlight the benefits of holding their events in Langley and would summarize all of Langley’s accommodation and meeting room providers as a whole. Hotel specifications and contact information would be provided in one convenient location and marketed on digital channels, as well as one-on-one through broader level trade show attendance and regular interaction with umbrella marketing and tour operator organizations by Tourism Langley staff.

Langley Events Centre RFP and Marketing Plan

Discussions with multiple accommodation partners revealed that there is concern regarding select few properties being promoted to competition participants at the Langley Events Centre by sport event organizers. Some of these concerns expanded to accommodations losing bookings as event participants were advised of potential fines for not staying at promoted properties. In most cases it is felt that accommodations that participate in purchasing advertising from the Langley Events Centre are being promoted, and it is feared that penalizing participants and not providing them the freedom to make an accommodation choice based on their specific needs, could have an adverse effect on the image of Langley and lead to the selection of other facilities, or ultimately other jurisdictions for their event the following year.

A dedicated FTE can develop a strategy to include meeting with the governing bodies of the Township of Langley and LEC and identify opportunities to encourage and enable all event organizers the ability to choose the Langley accommodation of their choice during their stay in Langley.

A group, meetings and conventions strategy would be developed with input from the accommodation providers to ensure that the strategies support their goals and objectives.

IMPLEMENTATION PLAN & NEXT STEPS

July 2017 marks the expiration of the current 5-year MRDT term in Langley. The renewal process, led by Tourism Langley, is expected to be as follows:

- Ensure Township of Langley and City of Langley accommodation provider listings are current.
- Conduct one-on-one meetings with accommodation providers to ensure understanding of MRDT renewal process. Identify opportunities and concerns.
- Prepare a *Business Case Study*, identifying strategies for the distribution of MRDT funds based on a 2% and 3% model.
- Coordinate meetings with the accommodation sector as required to determine support for MRDT renewal.
- Prepare and distribute survey to tourism industry stakeholders with goal to identify support, concerns, demands and expectations of DMO.
- Seek support from the City of Langley and Township of Langley to continue to be designated as the “eligible entity”.
- Meet with accommodation providers and confirm support of either 2% MRDT or increasing the MRDT by an additional 1% to 3%. A minimum of 51% of accommodation providers and 51% of the rooms/units must be in support.
- Ensure municipal bylaws in place to support MRDT process is in place; i.e. renewed or rewritten.
- Tourism Langley to develop an in-depth 5-Year Strategic Business Plan, to include:
 - Five-year strategic overview with identified targets and actions for the five-year period
 - One-Year Tactical Plan with performance measures, and
 - Detailed Budget for Year One
- Consult Destination British Columbia to ensure that there is alignment between provincial and regional tourism strategies and community tourism efforts.
- Complete and submit renewal application by September 30, 2016.



MRDT Accommodation Tax Info & Update

January 2016 - FAQ

What is the MRDT?

The Municipal, Regional and District Tax (MRDT), previously known as the Additional Hotel Room Tax (AHRT), is a tax of up to 3% on the purchase of short-term (under 30 days) accommodation (fixed-roof lodging of 4 or more rooms) imposed in specific geographic areas of the province on behalf of municipalities, regional districts or eligible entities.

The MRDT program was originally introduced in the province in 1987 and generates revenue for local tourism marketing, programs and projects. It is intended to help grow BC revenues; in particular local economies, visitation and jobs as well as amplify BC's tourism marketing efforts in an increasingly competitive marketplace.

In 2002 only 7 communities in BC collected the 2% MRDT. Today, 53 communities are collecting the MRDT and investing over \$28 million annually to bring visitors to their businesses.

MRDT Program Principles:

- Effective tourism marketing, programs and projects aimed at generating extended and overnight stays
- 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.

The MRDT in Langley:

Since the fall of 2007, accommodators have been collecting the 2% MRDT from their overnight guests. Accommodators report and remit the MRDT (along side the PST) to the Ministry of Finance on a monthly, quarterly or annual basis. The Ministry then sends the Township of Langley and City of Langley monthly MRDT amounts, less an administration fee, to the municipalities who in turn send it to Tourism Langley. Note: Tourism Langley commenced operation as the CDMO (Community Destination Marketing Organization) on January 1, 2008.

Since Tourism Langley's inception, Langley's MRDT gross collections have totaled \$2.93 million, an average of \$366,000 annually. The MRDT is a direct reflection of the strength of the tourism sector in Langley.

Since 2008 MRDT estimated revenues in Langley has increased by 33.3%¹, with the most significant growth in 2015. Consistent growth has been most noticeable since the implementation of the 5 year Business Plan (2012 – 2016).

NEW MRDT Program Requirements

As of September 2015 the government released a document detailing the updated MRDT Program Requirements. In brief, the updated requirements include more detailed annual reporting, a 5-Year Strategic Plan (upon renewal periods), and an annual Tactical Plan. Full details can be found at this URL: <http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program.aspx>

NEW 3% Option

As part of BC Government's 2015 Budget, the legislature approved a 1% increase to the maximum Municipal and Regional District Tax (MRDT) program rate allowed under the Provincial Sales Tax Act to 3%, from 2% previously. This change to the MRDT rate is entirely voluntary (51%+ accommodator vote approves the increase within a community) and will only apply to municipalities, regional districts or eligible entities that request the increase, and whose applications are approved by government. Communities that choose to increase their MRDT rate will also support a new provincial Tourism Events Program where 0.2 percentage points of the incremental 1% collected would go back to the provincial program deliverables.

The additional 1% would equal approximately \$105,000 in additional MRDT funds (28% increase in Tourism Langley's marketing budget) to market Langley annually. The *Tourism Events Program* would receive approximately \$26,000 of the overall estimated increase. The Tourism Events Program is a provincial application-based program intended to support large events that drive significant overnight visitation to BC.

The 3% option will involve additional reporting and accountability including a stakeholder satisfaction survey and report on community collaboration.

MRDT 5-Year Term Renewal Process

July 1, 2017 marks the expiry of the current 5-year MRDT term in Langley. It is time again to undertake the renewal process. Led by Tourism Langley, the renewal process has commenced effective January, 2016 with goals to be executed as follows:

- Tourism Langley to develop a 5 Year Strategic Business Plan
- Meet with each accommodator and confirm their continued support of the 2% and their considerations on increasing MRDT to 3%.
- Provide a Business Case Study to accommodation sector, Board and community stakeholders on the current 2% MRDT vs. optional 3% MRDT models.
- Seek a minimum of 51% of the accommodators and 51% of the rooms/units need to be in support.
- Confirm support from the Township of Langley and City of Langley and additional sector stakeholders.

¹ from the lowest year of 2007 to the highest year of 2015

- Ensure bylaw renewal from Township of Langley and City of Langley
- Consult Destination BC
- Complete and submit renewal application by September 30, 2016

Tourism Langley Vision, Mission, Guiding Principles & Key Goals – as of April 2015

Vision: To grow tourism in a sustainable manner.

Mission: To facilitate and promote high quality tourism experiences that are of interest to visitors, in partnership with the community, stakeholders and other tourism organizations.

Tourism Langley Guiding Principles

- Markets Langley as a destination to capitalize on current visitation and increase the number of visitors and visitor revenue to Langley (including new visitors, repeat visitors, and extending the length of stay).
- Educates Langley residents about Langley's tourism experiences and attractions
- Provides information services for all segments of the tourism market
- Facilitates tourism relationships within the community
- Encourages informed investments in tourism through the provision of research and information to Langley tourism-related businesses
- Encourages improvement of customer service and amenities related to Langley's tourism experiences
- Focuses limited resources on those tourism experiences that provide Langley with a competitive advantage to other BC communities. These could include tourism experiences that are unique to Langley and are of interest to potential visitors or tourism experiences where Langley has strong product and the product categories are large, growing, and can handle competition from several communities
- Works in partnership with Fraser Valley communities
- Identifies and develops strategic alliances to adhere to regional and provincial (Destination BC) funding opportunities
- Provides quality service to tourism stakeholders, travelers and visitors, tour operators, tourism-related businesses, travel media and partners.

Tourism Langley Key Goals

- 1). To increase awareness to Langley businesses and residents of the value of tourism
- 2). To increase visitation, overnight stays and economic impact to Langley
- 3). To develop and implement a Strategic Plan for destination management to ensure long term success and sustainability
- 4). To foster the supply of tourism products and experiences

How are MRDT Funds Spent?

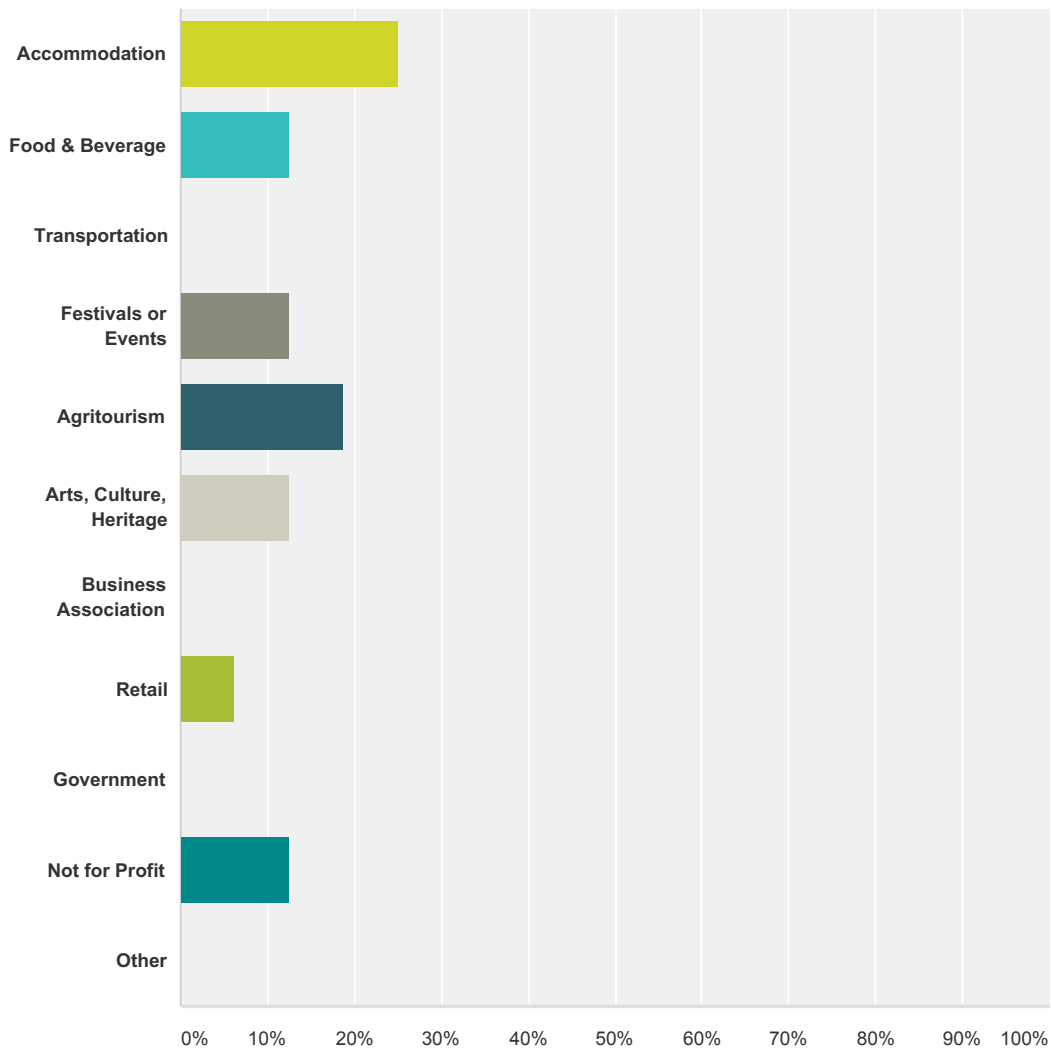
Tourism Langley, through its staff, Board of Directors and Committees, develops an annual marketing plan that targets our greatest opportunity markets with compelling branded initiatives year round. The

MRDT funds allow Tourism Langley to invest and leverage funds on behalf of its stakeholders in marketing programs such as the following:

- Targeted Cascadia campaigns in experiential-based areas such as agri-tourism, history, culture, outdoor activities and sport hosting
- Production and distribution of annual publications and tools that include: Langley Circle Farm Tour, Experiences Guide, Artisan Food & Wine Guide and tear away maps.
- Consumer Shows in target markets – Vancouver, Fraser Valley, Washington State; Outdoor Adventure, Health and Wellness, Food and Wine
- Partnerships such as the Circle Farm Tour, Fraser Valley and Westcoast Foods campaigns
- Digital marketing emphasizing Tourism Langley's comprehensive consumer website (www.tourismlangley.ca), blogs, videos and online ads
- Generating and influencing target audiences via Tourism Langley social media platforms on FB, Twitter, Instagram, and through our hashtag *#langleyfresh* and tourism-langley.ca
- Print ads in multiple magazines and publications such as Edible Vancouver, Senior Living, Ontrak, Northwest Travel and much more.
- Media relations – hosting journalists and influencers in Langley and the Fraser Valley that write authentic stories in key publications and blogs such as Westworld, Up!, Taste, Vancity Buzz, Miss 604, Vancouver Courier, etc.
- Working with the community and frontline staff to ensure awareness of all things to do in Langley for visitors via weekly blogs and fresh sheets.

Q1 What type of business are you?

Answered: 16 Skipped: 0

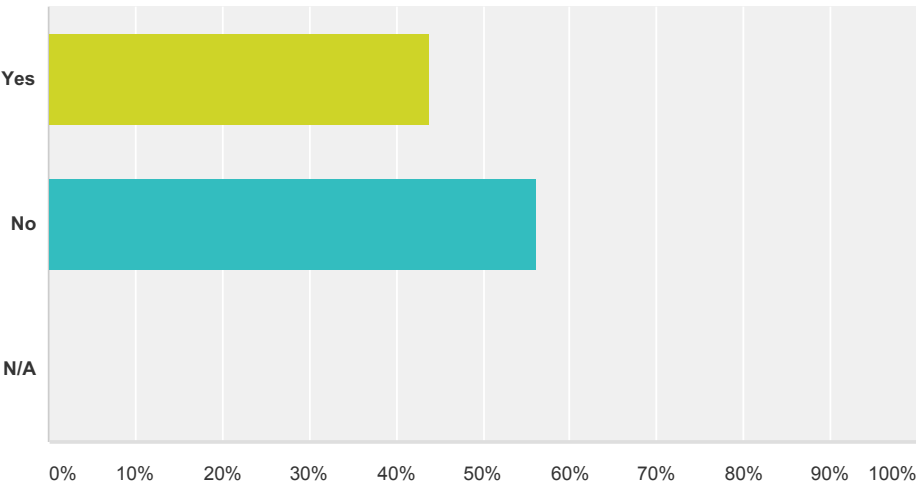


| Answer Choices | Responses |
|-------------------------|-----------|
| Accommodation | 25.00% 4 |
| Food & Beverage | 12.50% 2 |
| Transportation | 0.00% 0 |
| Festivals or Events | 12.50% 2 |
| Agritourism | 18.75% 3 |
| Arts, Culture, Heritage | 12.50% 2 |
| Business Association | 0.00% 0 |
| Retail | 6.25% 1 |
| Government | 0.00% 0 |
| Not for Profit | 12.50% 2 |

| | | |
|-------|-------|----|
| Other | 0.00% | 0 |
| Total | | 16 |

Q2 Do you plan on developing or expanding any part of your business in 2016/2017?

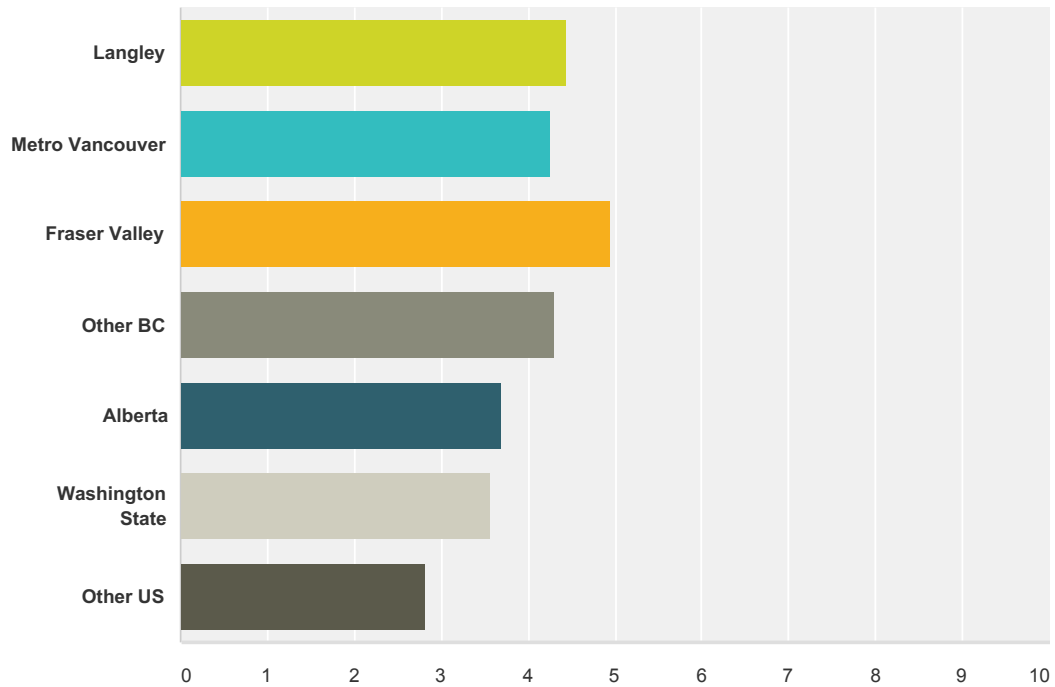
Answered: 16 Skipped: 0



| Answer Choices | Responses | |
|----------------|-----------|----|
| Yes | 43.75% | 7 |
| No | 56.25% | 9 |
| N/A | 0.00% | 0 |
| Total | | 16 |

Q3 Where do the majority of your customers come from? (Rank in order, 1 being the most common, 7 being the least common.)

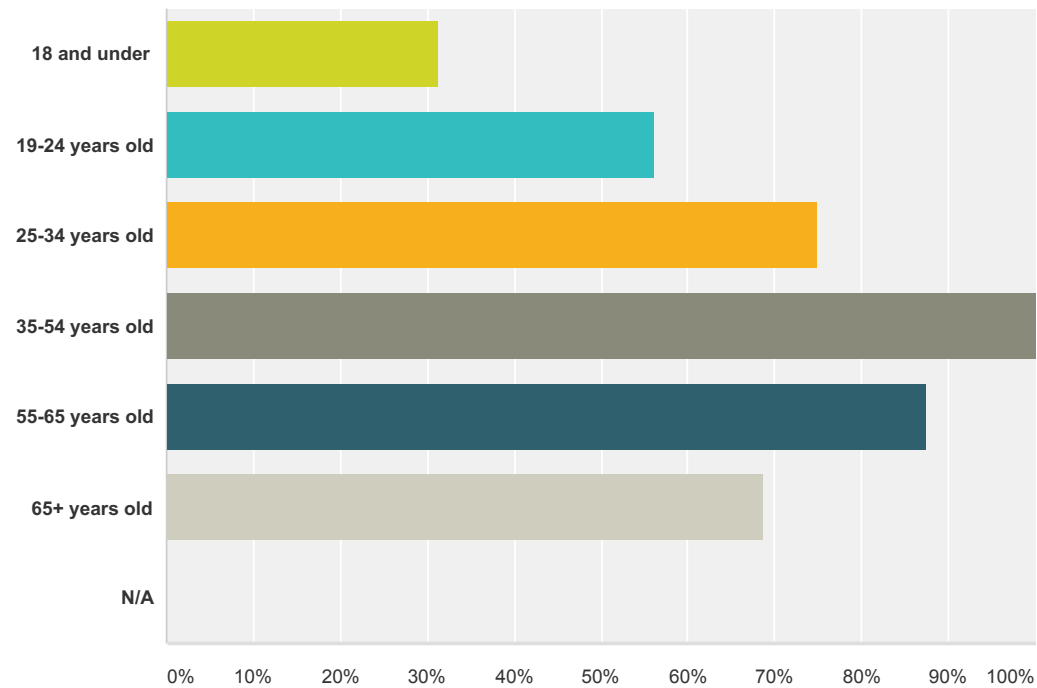
Answered: 16 Skipped: 0



| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Total | Score |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|-------|
| Langley | 37.50% 6 | 6.25% 1 | 12.50% 2 | 6.25% 1 | 6.25% 1 | 6.25% 1 | 25.00% 4 | 16 | 4.44 |
| Metro Vancouver | 12.50% 2 | 12.50% 2 | 43.75% 7 | 0.00% 0 | 0.00% 0 | 12.50% 2 | 18.75% 3 | 16 | 4.25 |
| Fraser Valley | 12.50% 2 | 43.75% 7 | 6.25% 1 | 6.25% 1 | 25.00% 4 | 6.25% 1 | 0.00% 0 | 16 | 4.94 |
| Other BC | 12.50% 2 | 12.50% 2 | 6.25% 1 | 56.25% 9 | 0.00% 0 | 0.00% 0 | 12.50% 2 | 16 | 4.31 |
| Alberta | 18.75% 3 | 6.25% 1 | 6.25% 1 | 6.25% 1 | 25.00% 4 | 31.25% 5 | 6.25% 1 | 16 | 3.69 |
| Washington State | 0.00% 0 | 6.25% 1 | 18.75% 3 | 25.00% 4 | 31.25% 5 | 12.50% 2 | 6.25% 1 | 16 | 3.56 |
| Other US | 6.25% 1 | 12.50% 2 | 6.25% 1 | 0.00% 0 | 12.50% 2 | 31.25% 5 | 31.25% 5 | 16 | 2.81 |

Q4 What age group does your business target? (Choose all that apply)

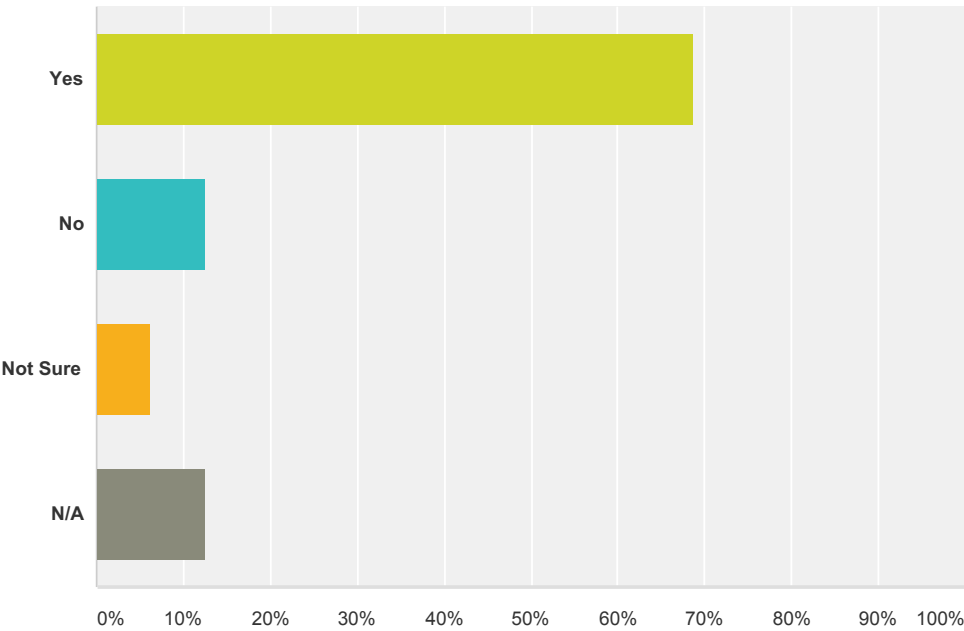
Answered: 16 Skipped: 0



| Answer Choices | Responses | |
|-----------------------|-----------|----|
| 18 and under | 31.25% | 5 |
| 19-24 years old | 56.25% | 9 |
| 25-34 years old | 75.00% | 12 |
| 35-54 years old | 100.00% | 16 |
| 55-65 years old | 87.50% | 14 |
| 65+ years old | 68.75% | 11 |
| N/A | 0.00% | 0 |
| Total Respondents: 16 | | |

Q5 Did the number of visitors you received in 2015 increase from 2014?

Answered: 16 Skipped: 0



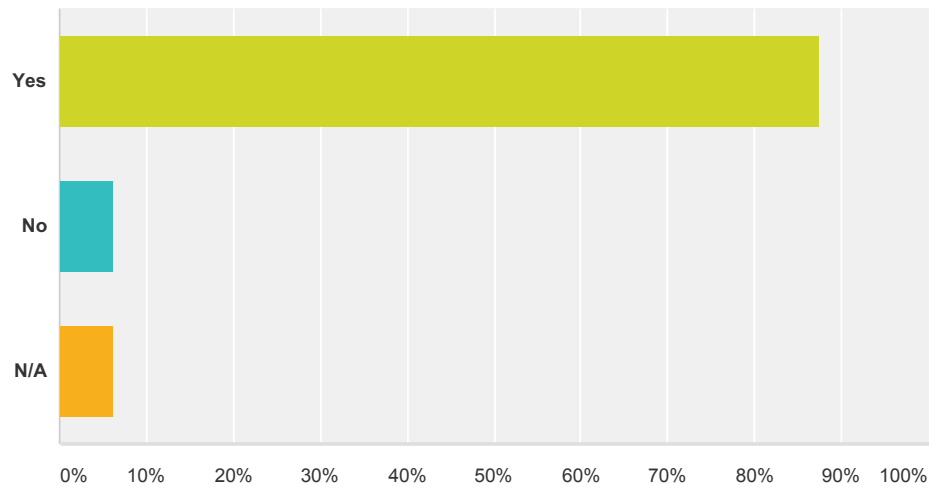
| Answer Choices | Responses | |
|----------------|-----------|----|
| Yes | 68.75% | 11 |
| No | 12.50% | 2 |
| Not Sure | 6.25% | 1 |
| N/A | 12.50% | 2 |
| Total | | 16 |

Q6 What do you believe contributed to the increase/decrease in business from 2014-2015?

Answered: 16 Skipped: 0

Q7 Is marketing a part of your annual budget?

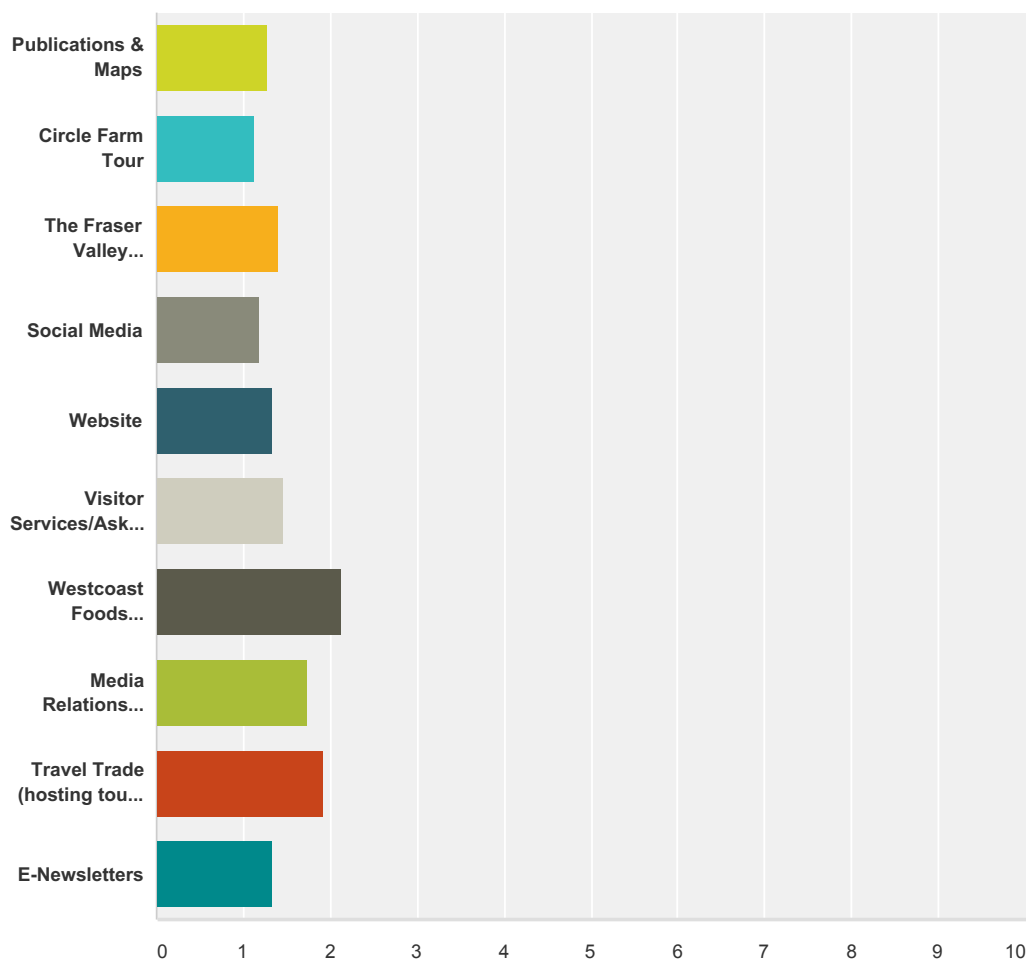
Answered: 16 Skipped: 0



| Answer Choices | Responses | |
|----------------|-----------|----|
| Yes | 87.50% | 14 |
| No | 6.25% | 1 |
| N/A | 6.25% | 1 |
| Total | | 16 |

Q8 How aware are you of the activities that Tourism Langley undertook in 2015?

Answered: 16 Skipped: 0

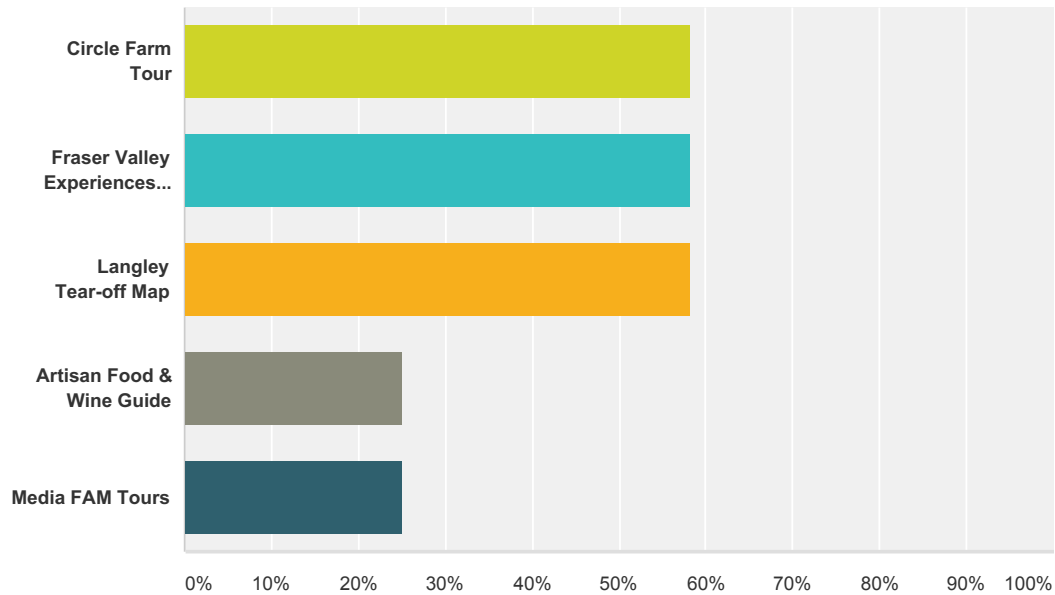


| | Aware | Somewhat Aware | Not Aware | Total | Weighted Average |
|--|--------------|----------------|-------------|-------|------------------|
| Publications & Maps | 80.00% 12 | 13.33% 2 | 6.67% 1 | 15 | 1.27 |
| Circle Farm Tour | 87.50% 14 | 12.50% 2 | 0.00% 0 | 16 | 1.13 |
| The Fraser Valley (Marketing initiative in partnership with Tourism Abbotsford & Tourism Chilliwack) | 73.33% 11 | 13.33% 2 | 13.33% 2 | 15 | 1.40 |
| Social Media | 81.25% 13 | 18.75% 3 | 0.00% 0 | 16 | 1.19 |
| Website | 66.67% 10 | 33.33% 5 | 0.00% 0 | 15 | 1.33 |
| Visitor Services/Ask Langley | 66.67% 10 | 20.00% 3 | 13.33% 2 | 15 | 1.47 |
| Westcoast Foods (Marketing initiative in partnership with Fraser Valley and Metro Vancouver communities including Tourism Vancouver) | 13.33% 2 | 60.00% 9 | 26.67% 4 | 15 | 2.13 |

| | | | | | |
|---|--------------|-------------|-------------|----|------|
| Media Relations (hosting writers, bloggers etc.) | 46.67% 7 | 33.33% 5 | 20.00% 3 | 15 | 1.73 |
| Travel Trade (hosting tour operators, designing itineraries etc.) | 33.33% 5 | 40.00% 6 | 26.67% 4 | 15 | 1.93 |
| E-Newsletters | 80.00% 12 | 6.67% 1 | 13.33% 2 | 15 | 1.33 |

Q9 What Tourism Langley programs did you participate in, in 2015? (Choose all that apply)

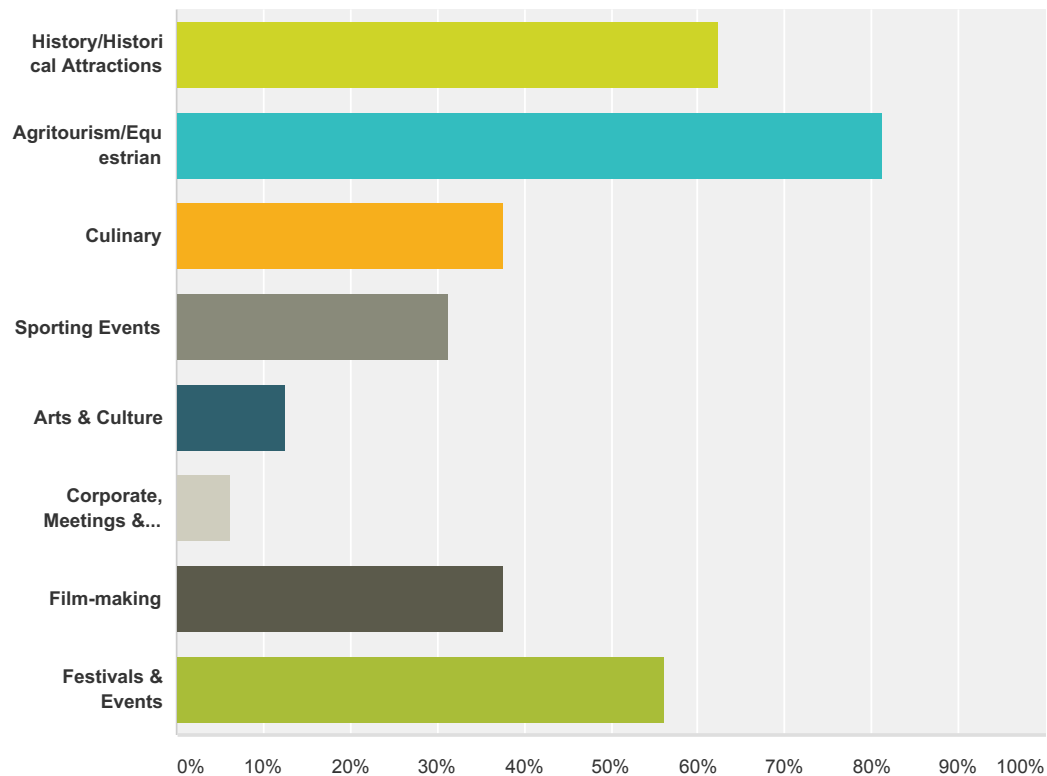
Answered: 12 Skipped: 4



| Answer Choices | Responses |
|---------------------------------|-----------|
| Circle Farm Tour | 58.33% 7 |
| Fraser Valley Experiences Guide | 58.33% 7 |
| Langley Tear-off Map | 58.33% 7 |
| Artisan Food & Wine Guide | 25.00% 3 |
| Media FAM Tours | 25.00% 3 |
| Total Respondents: 12 | |

Q10 Which of the following do you see as unique attributes that Langley has compared to other destinations? (Choose Top 3).

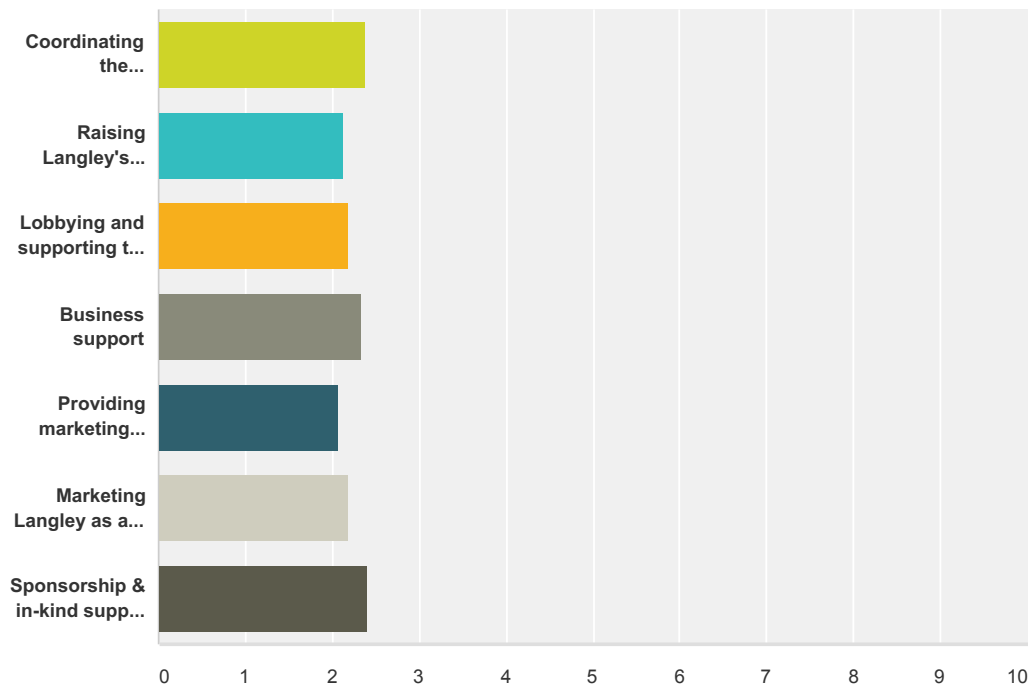
Answered: 16 Skipped: 0



| Answer Choices | Responses | |
|-----------------------------------|-----------|----|
| History/Historical Attractions | 62.50% | 10 |
| Agritourism/Equestrian | 81.25% | 13 |
| Culinary | 37.50% | 6 |
| Sporting Events | 31.25% | 5 |
| Arts & Culture | 12.50% | 2 |
| Corporate, Meetings & Conferences | 6.25% | 1 |
| Film-making | 37.50% | 6 |
| Festivals & Events | 56.25% | 9 |
| Total Respondents: 16 | | |

Q11 In your opinion, how well does Tourism Langley do in promoting the Langleys in the following activities as a tourism destination?

Answered: 16 Skipped: 0



| | Very Well | Good | Average | Poor | Very Poor | N/A | Total | Weighted Average |
|---|-------------|-------------|-------------|------------|------------|-------------|-------|------------------|
| Coordinating the implementation of the Destination Marketing Plan | 31.25% 5 | 37.50% 6 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 12.50% 2 | 16 | 2.38 |
| Raising Langley's profile through social media | 37.50% 6 | 31.25% 5 | 25.00% 4 | 0.00% 0 | 0.00% 0 | 6.25% 1 | 16 | 2.13 |
| Lobbying and supporting the tourism industry at a strategic level | 20.00% 3 | 60.00% 9 | 13.33% 2 | 0.00% 0 | 0.00% 0 | 6.67% 1 | 15 | 2.20 |
| Business support | 20.00% 3 | 53.33% 8 | 13.33% 2 | 6.67% 1 | 0.00% 0 | 6.67% 1 | 15 | 2.33 |
| Providing marketing opportunities for businesses (travel guide, advertising, event listings etc.) | 37.50% 6 | 37.50% 6 | 18.75% 3 | 0.00% 0 | 0.00% 0 | 6.25% 1 | 16 | 2.06 |
| Marketing Langley as a year round destination | 40.00% 6 | 26.67% 4 | 20.00% 3 | 6.67% 1 | 0.00% 0 | 6.67% 1 | 15 | 2.20 |
| Sponsorship & in-kind support to events and activities | 33.33% 5 | 33.33% 5 | 20.00% 3 | 0.00% 0 | 0.00% 0 | 13.33% 2 | 15 | 2.40 |

Q12 Are there any advertising/marketing opportunities that you would like Tourism Langley to participate in? (Be as specific as possible).

Answered: 16 Skipped: 0

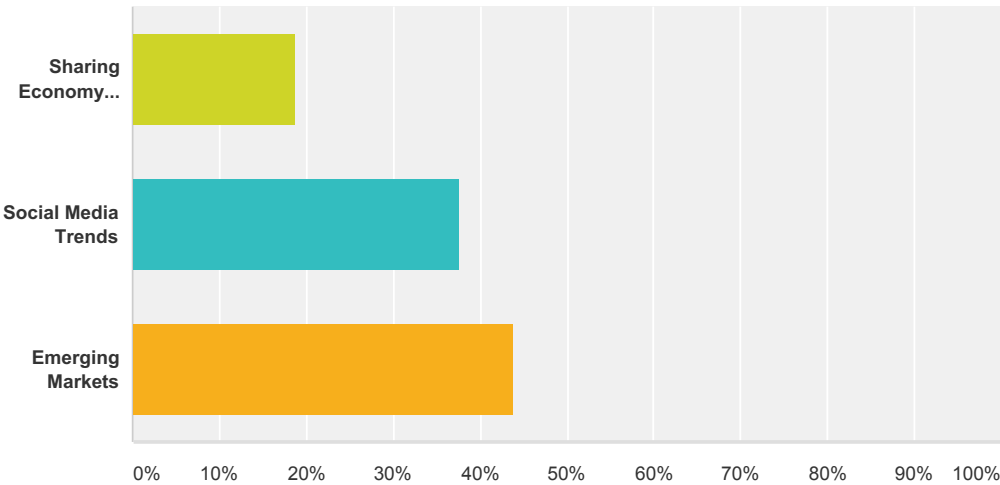
Q13 What type of support do you require from Tourism Langley? (Please specify).

Answered: 16 Skipped: 0

| Answer Choices | Responses | |
|----------------|-----------|----|
| Training | 31.25% | 5 |
| Marketing | 75.00% | 12 |
| Other | 43.75% | 7 |

Q14 Which emerging topics do you wish to better understand?

Answered: 16 Skipped: 0



| Answer Choices | Responses | |
|--|-----------|----|
| Sharing Economy (Airbnb, Uber, OTA's etc.) | 18.75% | 3 |
| Social Media Trends | 37.50% | 6 |
| Emerging Markets | 43.75% | 7 |
| Total | | 16 |

Q15 What is your name? (not required)

Answered: 7 Skipped: 9

Q16 What is your business name? (not required)

Answered: 7 Skipped: 9

Municipal Regional District Tax Jurisdiction Locations

Reporting Range: April 01, 2016 to April 30, 2016

Run Date: May 31, 2016

| Taxpayer Legal Name | Site/Account DBA Name | Jurisdiction | Location Address |
|-----------------------------------|--------------------------------------|--------------|--|
| HUTCH HOTELS LTD. | ALDER INN HOTEL | Langley Town | 27214 FRASER HWY ALDERGROVE BC V4W 3P8 |
| NURMANN HOLDINGS LTD. | BEST WESTERN ALDERGROVE | Langley Town | 3070 264 ST ALDERGROVE BC V4W 2E1 |
| IJ HOSPITALITY CORP. | CANADAS BEST VALUE INN - LANGLEY | Langley Town | 6722 GLOVER RD LANGLEY BC V2Y 1S6 |
| 441933 B.C. LTD. | HOLIDAY INN EXPRESS & SUITES LANGLEY | Langley Town | 8750 204 ST LANGLEY BC V1M 2Y5 |
| NORTHLAND PROPERTIES CORPORATION | LANGLEY - SANDMAN HOTEL | Langley Town | 8855 202 ST LANGLEY BC V1M 2N9 |
| 786 HOLDINGS LTD. | LANGLEY HWY HOTEL | Langley Town | 20470 88 AVE LANGLEY BC V1M 2Y6 |
| NORTHLAND PROPERTIES CORPORATION | LANGLEY SIGNATURE | Langley Town | 8828 201 ST LANGLEY BC V2Y 0C8 |
| PREMIERE SUITES - WESTERN LTD. | LANGLEY TOWNSHIP LOCATIONS | Langley Town | 8915 - 202ND ST LANGLEY BC V2Y 1N1 |
| PRINCESS AND THE PEA B AND B LTD. | PRINCESS AND THE PEA B AND B LTD | Langley Town | 21628 48 AVE LANGLEY BC V3A 3M8 |
| KCM INVESTMENTS LTD. | QUALITY HOTEL & SUITES | Langley Town | 6465 201 ST LANGLEY BC V2Y 0G8 |
| 0701273 B.C. LTD. | TRAVELODGE LANGLEY CITY | Langley Town | 21653 FRASER HWY LANGLEY BC V3A 4H1 |
| TRINITY WESTERN UNIVERSITY | TRINITY WESTERN UNIVERSITY | Langley Town | 7600 GLOVER RD LANGLEY BC V2Y 1V1 |

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Appendix 1.3 Accommodation Directory Form

Please list **ALL** 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.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Legal Name of Applicant: Township of Langley

| Property Name | Address | Number of Units | Phone Number | Owner/Manager |
|------------------------------|----------------------|-----------------|--------------|-----------------|
| Holiday Inn Express & Suites | 8750 204th St., | 85 | 604.882.2000 | Jeff Leung |
| Quality Hotel & Suites | 6465 201st St., | 50 | 604.534.5110 | Jay Rai |
| Trinity Western University | 7600 Glover Rd., | 600 | 604.513.2040 | Paul Johnston |
| Sandman Hotel Langley | 8855 202nd St., | 144 | 604.888.7263 | Sylvia Jung |
| Sandman Signature Langley | 8828 201st St., | 196 | 604.455.7263 | Sylvia Jung |
| Canada's Best Value Inn | 6722 Glover Rd., | 46 | 604.514.3111 | Sam Shiraz Kara |
| Super 8 | 26574 Gloucester Way | 81 | 604.856.8288 | Mark Thompson |
| Travelodge Langley City | 21653 Fraser Hwy | | 604.533.4431 | |
| Best Western Aldergrove | 3070 264th St., | | 604.856.9880 | |
| Alder Inn Hotel | 27214 Fraser Hwy | 28 | 604.856.2541 | |
| Princess The Pea & B. | 21628 48th Ave., | 6 | 604.533.5569 | Wally Martin |
| | | | | |

F.4

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









Legal Name of Applicant: Township of Langley Rate of Tax (2% or 3%): 2%

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 |
|-----------------------------------|--|-----------------|----------------------------|---|-----------------|
| Holiday Inn Express Langley | 8750 204th Street Langley, BC V3A 2K5 | 85 | Jeff Leung |  | Sept 15th, 2016 |
| Quorum Motor & Suites | 6405 201st St | 50 | JAY RAI |  | SEP. 13, 2016 |
| THE LIVINGSTONE UNIVERSITY | 7600 GROVER ROAD | 600 | PAUL JOHNSTON |  | SEP 21, 2016 |
| SANDMAN HOTEL LANGLEY | 8855 202nd ST | 144 | Sylvia Jung |  | Sept 28, 2016 |
| SANDMAN SIGNATURE LANGLEY HOTEL | 8828 201 ST | 196 | Sylvia Jung |  | Sept 28, 2016 |
| CANADIAN BEST VALUE INN - LANGLEY | 6722 GLOVER RD. LANGLEY | 46 | SARA SHIRAZ KARA |  | Sept 29 2016 |
| Super 8 Langley | 2801 Times St | 81 | Mark Thompson |  | Oct 13 2016 |
| Langley Heights | 20470 85th Ave | 59 | Ashraf Jivraj |  | Nov 03 16 |



2017-2021 MRDT Renewal Application

Local/Regional Stakeholder and Destination BC Consultation

Outreach communications

- Quarterly newsletter sent to stakeholders and DBC including marketing opportunities, industry news, funding opportunities and partnerships, community stakeholder updates etc.
- Monthly Executive Directors Reports for Tourism Langley Board
- Business and Marketing plans available online
- Tourism Langley Annual Report distributed at Annual General Meeting
- 2016 Tourism Langley Stakeholder Survey

Conferences & Engagement Sessions

- Destination BC Branding Workshops
- Destination BC's Vancouver, Coast & Mountains Regional Meeting
- BC Tourism Industry Conference
- Three Langley Hotelier Meetings throughout 2016 to discuss MRDT renewal, 5 year Business Plan and 1 year Tactical Plan, plus multiple individual meetings with hoteliers
- Monthly Tourism Langley Board Meetings
- Lower Mainland Tourism Alliance Quarterly Meetings
- Visitor Centre Network Conferences
- The Fraser Valley Marketing Group sessions
- BC Destination Marketing Organization Association Bi Annual Meetings
- TIABC Meetings
- Tourism Langley Annual General Meetings

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: Township of Langley

Address: 20338 65 Avenue, Langley, BC V2Y 3J1

Name and Title of Authorized Signing Authority: Mark Bakken, Chief Administrative Officer

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: Deborah Kulchiski, Executive Director

Organization: Tourism Langley Association

Address: Unit E206, 20159 88th Avenue Langley BC V1M 0A4

Phone Number: 604.371.1477 Fax Number: 604.371.1462 Email: Deborah@tourism-langley.ca

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.

| | |
|---|--|
| Mark Bakken  | Chief Administrative Officer |
| Applicant's Authorized Signing Authority Name | Applicant's Authorized Signing Authority Title |
| APR 18, 2016 | Applicant's Authorized Signing Authority Signature |
| Date | |

PROPOSED
TOURISM SERVICES
FEE-FOR-SERVICE
AGREEMENT

THIS AGREEMENT made the ____ day of _____, 2017

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF LANGLEY, a Municipal Corporation under the laws of the Province of British Columbia, of 20338 - 65 Avenue, in the Township of Langley, Province of British Columbia, V2Y 3J1 (hereinafter jointly called "The Corporation")

OF THE FIRST

PART AND:

THE TOURISM LANGLEY ASSOCIATION, a body corporate under the laws of Canada having its office at Unit E206, 20159 88th Avenue Langley BC V1M 0A4 (hereinafter called "The Contractor")

OF THE SECOND PART

WHEREAS the parties hereto have agreed to enter into this Agreement on the terms and conditions herein provided for.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, the mutual covenants and agreements contained herein and other good and valuable consideration and the sum of FIFTY ONE THOUSAND DOLLARS (\$51,000.00) paid by the Corporation to the Contractor, the parties hereto covenant and agree as follows:

1) This contract shall be for a period commencing 12:01 o'clock in the morning of the ____ day of _____, 2017 and terminating at 12:00 midnight on the 31st day of December, 2017. The Corporation reserves the express right to extend the term of this

agreement, subject to the consent of the parties hereto.

2) Monthly payments by the Corporation to the Contractor as provided for by this agreement shall be made, no earlier than the first day of each calendar month, beginning on _____ and ending on December 1", for the ensuing month, in the amount of FOUR THOUSAND TWO HUNDRED FIFTY DOLLARS (\$4,250.00).

3) The Contractor shall provide both a mobile visitor servicing model/portal and an ancillary in-person business resource centre at their office at# Unit E206, 20159 88th Avenue Langley BC V1M 0A4forthe period between January 1, 2017 and December 31,2017, inclusive.

4) The Contractor shall make available personnel for the said offices full-time from 9:00am to 5:00 pm Monday to Friday (excluding Statutory Holidays).

5) As a minimum, the Contractor shall provide the following services:

- a) Ensure provincial network criteria are met as per Ministry of Finance, the Ministry of Jobs, Tourism & Skills Training and as per Municipal and Regional District Tax (MRDT) Program.
- b) Through marketing and promotion efforts to visitors and business travellers, enhances the local economy through the purchase of room nights, food and beverage, retail items, transportation, visitor services and exceptional tourism experiences.
- c) Develop and deliver quality activities that promote and improve tourism and sport tourism commerce within the Township. Further, raise the destination profile to support local workforce growth.
- d) Hire and schedule its own personnel.
- e) Develop and distribute resources and services that supports tourism and sport tourism to groups and individuals at the local, regional, provincial, national and international tourism level.
- f) Develop and distribute printed and electronic tourism and sport tourism destination marketing and promotional materials and events. Examples include but are not limited to: press releases, newsletter, Fraser Valley Experiences Guide, Langley Circle Farm Tour brochure, Visitor's Guide; Artisan Food and Wine Guide; maps, brochures; niche market publications, familiarization tours, agritourism events, etc.
- g) Respond to general tourism and sport hosting and tourism inquiries about the Township by acting as a conduit to provide packaged information, marketing and

promotional materials, standard responses, and provide referrals as applicable to the Corporation's Economic Development Department.

- h) Maintain collaborative relationship with business and tourism related associations- as a means to further promote community events within the Township. This includes the Greater Langley Chamber of Commerce, Fort Langley Business Improvement Association, Walnut Grove Business Association, Aldergrove Business Association, Brookwood Village Merchants Association, as well as serve as link to Destination BC, Tourism Industry Association of BC, Canadian Sport Tourism Alliance, Tourism Industry Association of Canada, and Destination Marketing Association International.
- i) Maintain and expand existing electronic photo/image bank (and all legally required model releases) of a quality that can be used in both print and web-based media related to tourism and sport hosting events in the Township including settings, attractions and people. The Corporation and the Contractor will both have the right to use the images.
- j) Represent the Corporation's tourism stakeholders at appropriate tourism and sport tourism related consumer, travel and trade shows and conventions.
- k) Manage and update a web- and print-based "Langley Tourism Events Calendar" to assist the Township in promoting its events and alert the community about potential upcoming tourism and sport tourism opportunities.
- l) Provide monthly reporting of tourism and sport tourism outreach activities such as but not limited to website updates, media releases, social media outreach, association events, marketing materials distribution.
- m) Submit a monthly Additional Hotel Room Tax report that includes amounts collected for both Township of Langley and City of Langley.
- n) Submit a copy of its annual workplan in the form of an overview of planned activities and/or services.
- o) Submit an annual report in the form of a comprehensive list of activities and/or services including actual costs incurrent for each activity and/or service. Supporting documents as per provincial reporting criteria to be provided for reference. The report is to be submitted on or before April 1, 2018.

6) All notices which are required to be given or made pursuant to this agreement shall be given or made in writing and shall be served personally, by facsimile or mailed prepaid, registered mail in the case of the Corporation delivered or addressed to the Senior Manager, Corporate Administration Division, the Corporation of the Township of Langley,

Municipal Hall, 20338 - 65 Avenue, Langley, BC V2Y 3J1 and in the case of the Contractor addressed to Unit E206, 20159 88th Avenue Langley BC V1M 0A4 or at such other addresses as the parties may from time to time advise the other party hereto by notice in writing. The date of receipt of any notice shall be deemed to be the date of delivery of such notice if served personally, by facsimile or if mailed as aforesaid on the fifth day following the date of such mailing.

7) This agreement shall not be assigned by the Contractor without the consent of the Corporation first and received in writing.

8) This agreement shall inure to the benefit of and be binding upon the parties hereto, as well as the successors and permitted assigns of the Contractor and the successors and assigns of the Corporation.

9) No condoning, excusing or waiver by the Corporation of any fault, breach or non-observance by the Contractor at any time or from time to time in respect of any term, condition or provision in the Contract shall operate as a waiver of the rights of the Corporation hereunder in respect of any continuing or subsequent default, breach or non-observance, or so as to defeat or affect in any way the rights of the Corporation in respect of any such continuing or subsequent default, breach or non-observance and no waiver shall be inferred from or implied by anything done or omitted to be done by the Corporation.

10) This Agreement shall inure to the benefit of and be binding upon the parties hereto, their respective heirs, executors, administrators, successors and assigns.

IN WITNESS WHEREOF the parties have executed this Agreement as of the day herein first above written.

THE CORPORATION OF THE TOWNSHIP OF LANGLEY

Township Clerk

TOURISM LANGLEY ASSOCIATION

Board Chair