
TOURISM LANGLEY 2020 ONE-YEAR TACTICAL PLAN

Designated Recipient: Township of Langley

Designated Accommodation Area: Township of Langley

Date Prepared: October 15, 2019

MRDT Repeal Date: November 1, 2022

Five-Year Period: 2017 – 2021



Overview and Update to Five-year Strategic Context

Strategic Direction

Our strategy from our 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, via; Circle Farm Tour, The Fraser Valley, West Coast 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.

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.

Guiding Principles

- Market 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)
- Educate Langley residents about Langley's tourism experiences and attractions
- Provide information services for all segments of the tourism market
- Facilitate tourism relationships within the community
- Encourage informed investments in tourism through the provision of research and information to Langley tourism-related businesses
- Encourage improvement of customer service and amenities related to Langley's tourism experiences
- Focus 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
- Work in partnership with Fraser Valley communities
- Identify and develop strategic alliances to adhere to regional and provincial (Destination BC) funding opportunities
- Provide quality service to tourism stakeholders, travelers and visitors, tour operators, tourism-related businesses, travel media and partners.

Goals

1. To increase awareness to Langley business 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.

Key Learnings and Conclusions

- Accommodation stakeholders continue to realize strong annual growth in overnight stays, positively impacting MRDT contributions towards tourism in the Township of Langley. As of September 30, 2019, our MRDT funding is slightly ahead of 2018 figures at \$331,805 and does not yet reflect a busy summer season. This amount includes \$13,154 from the first 2 quarters from Online Accommodation Providers.
- All our Co-Op marketing initiatives continue to be well received by stakeholders and visitors. In 2019 we joined a new initiative, *WestCoastCurated*, to help feature arts and culture community. Langley has the largest number of participants in the *Circle Farm Tour* and we plan on increasing the circulation of our brochures from 30,000 – 40,000 to meet the increasing demand. The *Ale Trail* is also extremely successful with the growth in breweries in the Township of Langley. Discussions have been had about creating a *Langley Ale Trail* in addition to the *Fraser Valley Ale Trail*, but we will wait until 2021 when all breweries are open to proceed.
- The Events Grant & Sponsorship Program continued to be successful in its second year and supported 13 events, compared to 10 in 2018. This is a program we are continually working on to find the best methods to support the growing number of events in our community and show ROI to our stakeholders.
- This year we spent a great deal of time talking with our stakeholders, reintroducing ourselves and reestablishing relationships. We did encounter hesitation by a few stakeholders however after reviewing our new marketing initiatives with them, all have been open to discuss ways to work together.
- We moved to a more digital advertising approach and it was very successful. We will continue with this approach, learning about what is motivating our visitors and tailoring our campaigns in response.
- Our online/mobile-focused Visitor Services model continues to be a successful model for Tourism Langley. To achieve a more interactive and engaging environment when we are in the community offering Visitor Servicing, we created the “Langley Livingroom”. This set up consists of vintage furniture & props, as well as games. It has been highly successful in appeal with visitors - to start a conversation with us, to take a seat in our Livingroom, and ideally to take a photo to share on Instagram.
- We are continuing to work with the Township of Langley and key stakeholders to determine the most effective role we can play in the sport tourism market. One change made in our 2020 Fee for Service agreement with the Township of Langley is that we will prepare / draft bid documents that the Township identifies. This allows us to ensure that accommodation providers in the Township are considered/included in every bid, and that the entire community is presented as a premiere sport hosting and visitor destination.

- We launched our new website - including new branding - with very positive feedback. The biggest change was the inclusion of business listings of our stakeholders. Next steps include increasing the content and imagery to further enhance the site's allure.
- We worked with Meridian Reservations Systems and are nearing launch of online accommodation reservation capabilities. Once hotel reservations are working smoothly, we can begin packaging accommodation with experiences, particularly for any events that we support with our Grant and Sponsorship program.
- In the third quarter of the year we began working with *Serena PR* to assist us with media relations. The results have been very positive, with interest from area media resulting in 12 writers requesting visits to Langley within the first three months of our relationship with *Serena PR*.

Overall Goals, and Objectives

Our 5 Year Strategic Business Plan overall remains unchanged yet executing our plan is focused solely within the Township of Langley.

Strategies

Our key strategies from our 5 Year Strategic Business Plan overall remain unchanged.

Target Markets

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, predominantly 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.

Major Category: Marketing – Consumer

Activity Title: Website Enhancement and Content Creation

Tactics:

- Enhance SEO to drive highly relevant and targeted traffic directly to our website
- Create strategic alliances with stakeholders, accommodation sector partners, major attractions, grant applicants, sport & conference venue hosts to enhance website referrals
- Manage and convey value-added content to be an invaluable resource to visitors and residents alike
- Improve stakeholder engagement to ensure business listings are up to date, relevant, engaging and visually intriguing
- Update Crowdriff image galleries showcased on the website landing pages
- Update website imagery through Crowdriff with CTA's to lead visitors directly to our stakeholders' websites
- Provide online pre-packaged itinerary ideas to encourage increased length of stay and support day and overnight visitation
- Launch Meridian Reservation Systems and provide stakeholders with analytics to support the success of the referral model (Check in Canada)
 - Build upon foundational success to introduce and partner with stakeholders to continually update content and packaged itinerary offerings
 - Leverage larger multi-day events throughout the year such as Summerset, Ribfest, Fort Langley Jazz and Arts Festival, etc. for package opportunities with hotels and other attractions
- Repurpose website content for other relevant channels: travel media, DBC and social media channels
- Enhance accommodation listings with addition of Airbnb providers to offer alternative options and encourage extended stay in the Township
- Ensure updated content is made readily available to our cooperative programs regularly.

IMPLEMENTATION PLAN

Description:

We will continue to build upon the success of our completely redeveloped website that was launched in April 2019.

Quantifiable Objectives:

- Number of visitors to the website
- Number of referrals to stakeholder websites
- Number of accommodation and package bookings made through our website / Meridian Reservation Systems.

Rationale:

As we have moved towards digital visitor servicing, the quality of content on our website is more important than ever. The website must be easy for staff to keep updated and relevant and easy for visitors to navigate to find what they need. Visitors must be inspired by what they see and what they read to evoke the sentiment of a 'call to action' to spend time in the Township of Langley.

Action Steps:

- Create, schedule, and maintain a content calendar to help keep the website relevant and engaging. This also allows us to give stakeholders advance notice of our planned content so that they can provide us with information to include.
- Access Crowdriff on a daily basis to grow our digital imagery asset base and update galleries that display on our website pages
- Ensure all video content collected from Agency Media and Connect Media is added to the website to enhance our story-telling capabilities
- Go live with Meridian Reservation System booking & packaging engine embedded in our website
- Continue to keep Events Calendar updated
- Create a new blog post - at minimum monthly
- Build upon the 'Plan' Section of our website to provide relevant information about getting here, maps and itineraries
- Continue to focus on storytelling and content marketing with Destination BC (DBC) Stories, new and refreshed blogs, and stakeholder guest VLOG series.

Potential Partnerships:

- Stakeholders

Resources:

- Agency Media
- Connect Media
- Forge & Smith
- Meridian Reservation Systems
- Stakeholders
- Tourism Langley Staff
- Township of Langley
- Junction Consulting

Sources of Funding: MRDT**Timeframe:** Ongoing**Budget:** \$50,000**Performance Measures:****Output Measures:**

- Increased website visitors
- Increased SEO rating
- Increased website referral rating from partners
- Website analytics indicating pages that drive visitors to stakeholder's sites, and then work to increase these referrals
- Number of bookings made with the Meridian Reservation System

Outcome Measures:

- Increase in accommodation overnight stays to the Township of Langley.

Major Category: Marketing - Consumer

Activity Title: Digital Marketing & Social Media Optimization

Tactics:

- Increase social media engagement and following by:
- Building awareness about featured experiences, events, accommodations, restaurants and other stakeholders & partners
- Leveraging and repurposing our video content
- Building awareness about our website as a trip planning tool
- Using key themes to create a brand story around our tourism product
- Increasing awareness about the booking opportunities on our website through Meridian Reservation Systems, and quantify this conversion tool
- Increasing awareness within our primary target markets
- Positioning Langley as a destination to the Pacific Northwest, Fraser Valley, Metro Vancouver and Alberta demographics
- Developing awareness about the variety of experiences the Township of Langley has to offer.

IMPLEMENTATION PLAN

Description:

We will build upon the digital value & successes we have established and will work to better target and re-target potential visitors with highly sought-after content and more focused marketing campaigns.

Quantifiable Objectives:

- Stakeholder interests, participation & commitment to buy-in opportunities
- Social media followers, engagement levels and story sharing
- ROI on all paid advertising channels
- Overnight visitation increases

Rationale:

Digital marketing has proven to be effective and the ability to measure ROI helps us to efficiently plan relevant content to our target audiences.

Action Steps:

- Content management / distribution
- Create, schedule and maintain a content calendar to help keep our social media channels relevant and engaging. This also allows us to give stakeholders advance notice of our planned content so that they can provide us with information to include
- Continue daily platform monitoring - our social media team monitors our accounts daily to engage and respond to activity
- Develop social media campaigns with the goals of driving traffic to our website and increasing social engagement
- Work with local, authentic influencers for new blogs and campaigns, promotions and giveaways
- Collaborate on cross promotion with other DMO's as applicable for stronger positioning of the Fraser Valley.
- Continue to promote our new brand identity with a focus on promoting both day and overnight visitation during shoulder season
- Posting 1-3 times a day on Facebook
- Posting 7 or more times a week on Instagram

Facebook

Events - streamline event communication to retain brand quality in posts related to events in the Township. This includes a list-like approach with several events and includes one image for a highlighted event

Blogs - distribution to increase the number of people entering the path to purchase by inspiring visits to the website

Themes - create a brand story around our products and experiences

Video - distribute to reach our target audiences

CTAs / Content Repurposing - utilize our brand assets and those of our partners to bring people back to our website and partner initiatives

UGC - using high-quality and on-brand User Generated Content (UGC) to complement our brand story as seen and told through the eyes of our visitors

Contests – launch seasonal promotions to increase engagement, followers and awareness

Ads - create ad campaigns around our content with the goal of drawing traffic to the website to plan, learn, and/or book

Instagram

We intend to follow a very similar action plan for Instagram as for Facebook yet displayed to optimize Instagram formatting. Instagram stories will feature fun and on-brand content to drive traffic from browsing to trip planning. The established #LangleyFresh will continue to be used & monitored to engage and increase usage.

Crowdriff

Our social media service will manage Crowdriff and work to increase the amount of UGC accessible to us.

Potential Partnerships:

- Influencers
- Metro Vancouver & Fraser Valley DMOs
- Stakeholders

Resources:

- Connect Media
- Crowdriff
- Junction Consulting
- Stakeholders
- Tourism Langley staff
- Township of Langley

Sources of Funding:

MRDT

Timeframe: Ongoing

Budget: \$150,000

Performance Measures**Output Measures:**

- Number of blog posts
- Number of social media posts
- Number of online ads implemented
- Number of campaigns executed

Outcome Measures:

- Increase in accommodation overnight stays
- Increase in the number of stakeholders

Major Category: Marketing - Consumer**Activity Title: Consumer-focused asset development****Tactics:**

- Curation and production of photography, videography and written copy to support marketing campaigns
- Build upon our digital asset library with full ownership of materials to be remarketed at our discretion

IMPLEMENTATION PLAN**Description:**

To remain competitive and be highly visible, there is a need for visually attractive and engaging content for our consumers. We are committed to sourcing talented photographers and videographers with a stylistic approach that matches our brand image and conveys our authentic brand essence. The content will be owned by Tourism Langley and widely available by stakeholders for remarketing.

Quantifiable Objectives:

- Stakeholder interest, participation & commitment to work in collaboration with TLA and its contractors
- Growth of owned digital asset library
- Image and video gallery on website resulting in increased traffic and duration of visitation
- Social media followers, engagement levels and story sharing increases with more impactful visual and written content
- YouTube viewership and subscription growth

Rationale:

It is important that the Township is recognized as a desired destination. We need to uphold ourselves to that claim with supporting imagery, video and copy that conveys our unique story in a visually pleasing and engaging way. Rejoining the Fraser Valley Group in 2020 provides us an additional pathway to even greater exposure as well as professional imagery that fits well with the branding and vision.

Action Steps:

- Build RFP for photography and videography
- Work with chosen contractor(s) and various stakeholders to start building our asset library
- Ensure ongoing use of digital assets collected
- Ensure all assets are provided to stakeholders and work to run campaigns in collaboration
- Continue to build library, ensure gallery on website remains current, build upon capacities of YouTube, ensure media writers gain access to content for their stories

Potential Partnerships:

- Metro Vancouver & Fraser Valley DMOs
- Photographers / videographers
- Stakeholders

Resources:

- Agency Media
- Forge & Smith
- Junction Consulting
- Tourism Langley Staff

Sources of Funding:

MRDT

Timeframe: Ongoing

Budget: \$75,000

Performance Measures:

Output Measures:

- Ownership of paid photography/videography
- Gallery of images available on the TLA website
- Website visitation and duration on site increases
- Number of campaigns executed
- Social media following and engagement improvements

Outcome Measures:

- Increased number of stakeholders
- Enhanced economic and social impacts
- Increased visitation and accommodation overnight stays

Major Category: Marketing - Destination Events

Activity Title: Event Grant & Sponsorship Initiative

Tactics:

- Inspire organizations and event organizers to hold and/or relocate their festivals, events, and conventions to the Township of Langley
- Support valued, well-established community festivals and events which are open to all members of the public and held within the Township of Langley.

IMPLEMENTATION PLAN

Description:

This program was launched in 2018 and supported eight existing events and two new events. In 2019, it grew to support nine existing and four new events. Some modifications supported by the Board for 2020 include:

- Streamlining application submission process to include submission deadline with a minimum of 90 days prior to event
- Support of well-established events will be contingent upon target marketing directed at attracting a varied attendee base and/or to increase accommodation overnight stays
- Establishing a confirmed list of counterparts that Tourism Langley could leverage for additional exposure
- Increased in-kind support opportunities, such as secured radio advertising that not only has primary messaging about the event details but equally promotes accommodation overnight stays & other experiences to explore in Langley.
- The focus of the program will remain to support events that take place in the shoulder season and that encourage overnight visitation.

From the inception of the program, it has been expected that this program will become more successful each year as more organizers become aware of the opportunity and consider expanding existing events or establishing new ones - knowing that there's funding supports available to them. It will be key for TLA to deploy new outreach and awareness activities in and out of the community. In order to ensure the program and its associated funding is sustainable, and that we can continue to support the invaluable economic and social impacts that these events have on our community, we are aiming to allocate 10% of MRDT funding to this program year over year (subject to Board approval). Furthermore, our focus will shift towards supporting sport-event hosting effective 2020 with the goal of aligning funds to events with greater overall economic impact to the Township of Langley.

- **Quantifiable Objectives:**
- Three-way relationship between TLA, grant applicant, and accommodation providers results in increased accommodation overnight stays before, during, and after the event
- Number of applications submitted
- Number of events supported
- Attendance at events
- Positive results from economic impact studies

Rationale:

The program is designed to support new and existing festivals and events held within the Township by assisting event planners with funding for marketing tactics that they may otherwise be unable to execute. The program supports TLA's mission as a destination marketing organization to market the Township as a fresh, year-round tourism destination for visitors and residents, offering new and authentic experiences. Stakeholders are encouraged to build partnerships, combine resources, and create new tourism opportunities supporting new daytime and overnight visitation to hotels in the Township as well as tourism-related businesses.

Action Steps:

- Work in partnership with the Township to raise awareness in the community about the program. Specifically target the sport-hosting community and local sport organizations/venues to make them aware of the availability for funding in support of sport hosting opportunities
- Encourage past recipients to reapply in 2019
- Ensure timely communication to successful grant recipients to allow for successful marketing of event
- Ensure stakeholder survey is conducted at completion of the event, and grant recipients are held accountable to marketing spend allocations & reporting.

Potential Partnerships:

- Accommodation stakeholders
- Community event holders
- Community sport organizations

Resources:

- Community event holders
- Media
- Tourism Langley Staff
- Township of Langley

Sources of Funding: MRDT**Timeframe:** Ongoing**Budget:** \$80,000**Performance Measures****Output Measures:**

- Increased number of events supported over previous year
- Increased number of accommodation room nights booked for each event
- Increased social media engagement
- Accountability for evaluation reports being received from each event funded

Outcome Measures:

- Economic and social impact of events
- Increase in accommodation room nights around each event

Major Category: Marketing - Consumer

Activity Title: Cooperative Marketing Programs

Tactics:

- Rejoin the Fraser Valley Group
- Enhance engagement with stakeholders to ensure relevant and impactful content is being provided to WestCoastFood, WestCoastCurated, BC Ale Trail and on a consistent basis
- Establish our footprint within the new West Coast Curated Co-op Program and elevate the Township's arts profile
- Build upon Langley's involvement in the Fraser Valley Ale Trail and ensure new breweries see the value of their commitment to the program through promotion and asset development.
- Define new BC Bird Trail Co-op Program

IMPLEMENTATION PLAN

Description:

Rejoining the Fraser Valley Group (FVG) in 2020 with Tourism Abbotsford, Chilliwack, Harrison, Hope, and Mission, allows us to be a part of marketing the Fraser Valley together and be a stronger destination. Rejoining also means that we will be part of the *Fraser Valley Experiences Guide* which can be provided to visitors at events as well as around the community.

In June 2020, the Circle Farm Tour will be integrated under the umbrella of the FVG. This will help to consolidate efforts, rejuvenate the Circle Farm Tour program, and increase program awareness by leveraging the FVG's large social media following. The Circle Farm Tour program itself will remain unchanged while social media channels and website presence will now be integrated into @thefraservalley and www.thefraservalley.ca.

By the summer of 2020, there will be four new breweries in Langley to promote, making our community a Craft Beer hub for the Fraser Valley. Our participation with the BC Ale Trail will continue to grow with more breweries amongst the Fraser Valley Ale Trail. In doing so, we will be investing in more photo and video content to share with these new breweries as well as creating a new map and updated brochure to distribute in the Fraser Valley and beyond.

We will continue to provide WestCoastFood content and fresh ideas for stories on the website and social media. Encouraging cross promotion through the BC Ale Trail, Circle Farm Tour and the FVG will equally diversify awareness to different target markets and audiences. With WestCoastFood continuing their partnership with Translink for 2020/21, we will be included in the *Dine the Line* campaign that will expand into bus lines to promote food and beverage establishments easily accessible by public transit.

WestCoastCurated was launched in Fall 2019 and is expected to continue to grow. We will continue to make connections with local artists to include them in our initiatives with WestCoastCurated both on the website and social media.

For our newest co-op program initiative, the BC Bird Trail, we involve designing and building a comprehensive brand and website — in alignment with Destination BC's Super, Natural BC brand — that tells the story of birding in BC. This will be done in partnership with other high-quality regional tourism experiences.

Quantifiable Objectives:

- Distribution of complete inventory of printed materials
- Social media promotion and engagement for all stakeholders involved in programs
- Provide content for stakeholders they can utilize such as imagery and video

Rationale:

Rejoining the Fraser Valley Group will be a seamless transition. We have been working closely with all the DMOs in the FVG for a long time on other co-op programs like Circle Farm Tour and the BC Ale Trail, so the timing, and value, is right to join forces (again) and group everything together under one umbrella.

Action Steps:

- Work with other Fraser Valley DMOs to create the 2020/21 Fraser Valley Experiences Guide
- Communicate with all stakeholders to generate story ideas and content, and provide to project coordinators for Co-op programs
- Create Langley-centric content for the new Dine the Line campaign with WestCoastFood
- Establish relationships with local artists to provide content for WestCoastCurated
- Update Fraser Valley Ale Trail brochure and website content to include our new breweries
- Provide breweries with photo and video content through the BC Ale Trail
- Distribute BC Ale Trail brochure
- Develop and distribute the 2020 Circle Farm Tour brochure
- Plan a media tour to launch the 2020 Circle Farm Tour Program
- Hold a kick-off event for Circle Farm Tour partners
- Work with The Number and Lower Mainland/Fraser Valley DMOs to create the new BC Bird Trail.

Potential Partnerships:

- Flair Airlines
- Local DMO's in Fraser Valley and Lower Mainland
- Marriott Hotels
- Swoop Airlines
- Translink

Resources:

- Connect Media
- Partner & Hawes
- Patio
- The Number
- Tourism Langley Staff

Sources of Funding: MRDT

Timeframe: Ongoing

Budget: \$50,000

Performance Measures**Output Measures:**

- Increased social media engagement
- Increased website traffic
- Increased earned media stories generated
- Number of print materials distributed

Outcome Measures:

- Increase accommodation overnight stays and visitor expenditures in our communities
- Increased visitation to stakeholders

Major Category: Marketing - Consumer

Activity Title: Sport Tourism

Tactics:

- Form a strategic alliance with Township of Langley, venues, accommodation providers, community sport organizations and Pacific Sport in support of sport hosting
- Work in collaboration with strategic partners to create a Langley Bid Book template that serves as the framework from which we can better respond to RFPs and prepare ourselves in advance of opportunities arising
- Strategize on what sports the Township is most equipped to host and research the RFP process for their regional, national, international events
- Promote Langley as a sport hosting destination through digital marketing and partnerships within the Township of Langley and our public and private sport venues in the community and well as our community sport organizations
- Create itineraries and general visitor information templates that can be used for bid book packages and our website to help win bids and increase length of overnight accommodation stays and visitation
- Promote and raise awareness about TLA's Event & Grant Sponsorship Program to increase applications for funding
- Continue to be members of Canadian Sport Tourism Association (CSTA) and remain active with the BC Sport Hosting Network
- Attend applicable conferences available with the CSTA membership
- Help educate stakeholders and community sport organizations and venues on the social and economic value of sport hosting and sport tourism
- Redevelop the sport tourism content of TLA's website.

IMPLEMENTATION PLAN

Description:

Tourism Langley will continue to work alongside the Township of Langley and our strategic partners outlined above to support event holders/organizers considering Langley as an event destination. In 2020, we plan to reevaluate our role associated with sport tourism through discussions with all partners in our sport hosting community to ensure we are providing support (staff and financial) where it is most effective. Ideas include:

- Connecting our hotels with event organizers during the proposal stage to ensure those which require multiple hotels are using Township hotels first before neighboring communities
- Revamp TLA's website content to reflect what Langley has to offer as a sport hosting destination and how Tourism Langley can support events from the Expression of Interest (EOI), formal bid, execution, and legacy
- Developing a Langley Bid Book (possibly digital) that venues and hotels can use when bidding on sporting events. This will ensure Langley is consistently showcasing its advantages while equally remaining competitive amongst other communities
- Determining the best way to provide visitor information to athletes, team management/coaches, and their accompanying family & friends when in Langley and/or region for an event
- Consider co-hosting a sports familiarization tour for new local event organizers with the Township, and other major private sport facilities to position and attract new sport hosting business to the Township.

Quantifiable Objectives:

- Number of sporting events held in the Township of Langley
- Number of accommodation overnight stays pre and post event

Rationale:

Sport Tourism continues to be a growing segment for visitation and generally has a multi room night requirement. The Township of Langley offers a variety of sport venues and many that can accommodate indoor shoulder season events.

Action Steps:

- Meet with local sport organizations with a focus on indoor shoulder season activities (ringette, hockey, volleyball) to share how Tourism Langley can support their hosting of events
- Use CSTA membership to source potential event hosting opportunities/bids that fit the parameters of the Township of Langley's capacity
- Use strong position within the BC Sport Tourism Network to explore partnership and/or support opportunities with neighbouring community's events
- Enhance the sport tourism page content on the new website
- Maintain our sport hosting event kit with relevant items
- Continue meeting with our partners in the sport community to determine where and how we can offer support
- Attend 2020 Canadian Sport Tourism conference and participate in Team BC activations.

Potential Partnerships:

- Accommodation Providers
- BC Sport Tourism Network
- Canadian Sport Tourism Alliance
- Community Sport Organizations
- Pacific Sport Fraser Valley
- Sport venues in the Township of Langley
- Stakeholders

Resources:

- Sport Hosting Vancouver
- Tourism Langley staff
- Township of Langley

Sources of Funding:

MRDT

Timeframe: Ongoing

Budget: \$50,000

Performance Measures:

Output Measures:

- Meetings with Township of Langley and our strategic sport partners
- Number of bids submitted and secured
- Increase traffic to the sport tourism pages of our website
- Increased usage of our sport hosting kit
- Number of Event and Sponsorship Grant applications received for sport events.

Outcome Measures:

- Increase in the number of sporting events hosted in Langley
- For returning events, growth in attendance over the previous year.

Major Category: Marketing - Consumer

Activity Title: Travel Media Relations

Tactics:

- Representation at industry events by Serena PR
- Host relevant travel media and influencers on FAM Tours
- Work with other DMO's to leverage experiences
- Continually share new experiences with DBC, VCM teams
- Leverage DBC media opportunities
- Ensure Crowdriff and image bank is up to date and images remain relevant, accessible, and of multi-purpose quality.

IMPLEMENTATION PLAN

Description:

With a focus on key lifestyle, travel, and culinary media and influencers throughout Greater Vancouver and BC we are able to extend our story telling power to a targeted audience.

Quantifiable Objectives:

- Number of media stories published
- Earned media stories
- Track engagement of stories remarketed on our social channels

Rationale:

A creative and strategic approach with consistent and thoughtful media relations will help reinforce our brand and offerings, with the aim of ultimately increasing awareness, event attendance, and overall visitor numbers.

Action Plans:

In partnership with Serena PR:

- Craft and distribute custom pitches and news releases to key journalists and influencers
- Respond to media queries, including image requests and fact checking, and facilitating interviews
- Find new story ideas and angles that will help increase media coverage opportunities
- Research potential partnerships with key influencers around specific themes, festivals, and contesting
- Invite key media for specific events and media visits
- Crafting customized agendas for group and individual visits
- Representation at media associations and at marketplace events by Serena PR
- Create sector-based galleries on Crowdriff to make responding to media requests for images timelier and time efficient
- Build on foundation of DBC Stories Pilot Project to leverage travel media relations.

Potential Partnerships:

- BC Ale Trail
- Circle Farm Tour
- Destination BC /Vancouver, Coast, & Mountains
- Tourism Langley stakeholders
- West Coast Curated
- West Coast Food

Resources:

- Crowdriff
- Destination BC and Vancouver Coast and Mountain Travel Media Relations Teams
- Junction YVR Consulting
- Media
- Serena PR
- Tourism Langley staff

Sources of Funding:

- Destination BC Coop Marketing Partnership Program
- Destination BC visiting journalist program
- MRDT funds.

Timeframe: Ongoing throughout 2020, with a focus on the shoulder season

Budget: \$30,000

Performance Measures:**Output Measures:**

- Number of media/influencers/bloggers on FAMs
- Number of media stories published
- Number of social media influencers for social media takeover campaigns to help increase exposure of Langley attractions/experiences
- Number of website visitors.

Outcome Measures:

- Growth in Facebook and Instagram followers and engagement over previous year.

Major Category: Marketing – Visitor Servicing

Activity Title: Mobile & Online Visitor Servicing

Tactics:

- Focus primarily on online services with some traditional in person servicing using our Langley Living Room and backyard games set up
- Provide more print materials to visitors when we are set up out in the community
- Distributing our “What’s Happening” guide on a regular basis through an email newsletter
- Langley Visitor Information page on websites for upcoming events that are involved in the Grant and Sponsorship program
- Engage with the accommodation sector to share current events and products offered to their guests including properties now included in the Online Accommodation Revenue stream.
- Visitor Information tables set up at sporting tournaments

IMPLEMENTATION PLAN

Description:

We will continue to have a strong presence online and offer digital visitor servicing through our social media channels, website and email. Providing the most accurate and up to date information will be something that will be a priority when creating and populating content online.

While digital visitor servicing will be our priority, we will still be attending larger events and do mobile visitor servicing. In the Spring of 2019, we created the Langley Livingroom as our mobile visitor servicing set up. This created an open and inviting atmosphere to welcome people and sit and have a conversation where we would tell them about the Township of Langley. The popular Livingroom set up caught the eye of visitors where we encouraged them to take a photo in the Livingroom, post it on social media and use our hashtag #langleyfresh for a chance to win a prize. Incorporated in the Livingroom was a spot where our collateral materials were displayed for visitors to take information.

There is also an opportunity through our Event Grant & Sponsorship program to incorporate visitor servicing into the counterparts for those receiving funding. This can be setting up an unmanned table at sporting events, providing collateral materials for athlete packages or visitor information on websites. We have seen a large number of website referrals from event websites when there is a Visitor Information page that directs users back to pages on our website.

Quantifiable Objectives:

- Number of social media followers through stakeholder engagement and story sharing.
- Stakeholder satisfaction and participation with Tourism Langley
- Distribution of collateral at events
- Interaction with visitors when offering mobile visitor servicing.

Rationale:

Digital visitor servicing through social media and our website will continue to be our main focus. We will still be attending larger scale events where there is more opportunity to engage with visitors using our unique Langley Livingroom or backyard game set up.

Action Steps:

- Engage visitors using the #LangleyFresh hashtag for incentive to win a prize when set up at events with the Langley Livingroom
- Create authentic and unique suggested itineraries for our two traveler types with a cultural and authentic focus
- Mandatory Visitor Information page on websites of events that receive funding through the Grant & Sponsorship program

- Setting up unmanned visitor information tables at sporting events so attendees can take materials as they wish
- Track monthly stats including social media conversations and conversions
- Ensuring Langley hotels are constantly stocked with print materials to provide guests
- Identify key events and locations around Langley to attend and set up mobile visitor services

Potential Partnerships:

- Event organizers
- Stakeholders

Resources:

- Connect Media
- Event organizers
- Langley Hotels
- Stakeholders
- Tourism Langley Staff
- Township of Langley

Sources of Funding:

MRDT

Timeframe: Ongoing

Budget: \$50,000

Performance Measures

Output Measures:

- Use of #LangleyFresh and #ExploreBC
- Increase the number of visitors to website over previous year
- Increased social media followers and engagement
- Increased interaction with visitors at events/locations over previous year
- Increased stakeholder requests for mobile visitor services over previous year.

Outcome Measures:

- Increased visitation numbers

Major Category: Marketing – Destination and Product Experience Management**Activity Title:** Industry Development and Training**Tactics:**

- In-person stakeholder sessions
- Regular engagement and communications with stakeholders
- Education on DBC marketing initiatives

IMPLEMENTATION PLAN**Description:**

Work towards aligning and equipping our stakeholders as a means to extend our marketing efforts and tell a consistent story across all stakeholders.

Quantifiable Objectives:

Baseline of stakeholder engagement development and long term strategy to increase this in order to prepare for our next 5 year strategic plan.

Rationale:

The more stakeholders that we have working with us and promoting a consistent message, the stronger our destination is and more appealing it is to future visitors.

Action Steps:

- Conduct research on what stakeholders need / want to enhance their tourism product and / or service
- Make stakeholders aware of industry and product experience enhancement development and training (ie: Google and/or other tourism-related workshops for industry/stakeholders)
- Staff to attend the 2020 TIABC conference, and consider paying registration fees of key stakeholders and TOL Mayor or Board representative
- Help stakeholders to claim their 'Trip Advisor' listing if not already done

Potential Partnerships:

- Destination BC
- Stakeholders

Resources:

- DBC
- Junction Consulting
- Tourism Langley staff

Sources of Funding: MRDT**Timeframe:** Ongoing**Budget:** \$25,000**Performance Measures****Output Measures:**

- Number of engaged stakeholders
- Number of workshops offered
- Attendance at workshops
- Newsletter engagement

Outcome Measures:

- New stakeholder applications received

Major Category: Marketing – Destination and Product Experience Management

Activity Title: Research, Evaluation, Analytics

Tactics:

- Work with the Township to determine the economic impact and value of tourism in our community
- Identify needed data sources
- Integrate 'Buy Local' and the positive economic & social impacts of the spend multiplier effect

IMPLEMENTATION PLAN

Description:

- Gather needed data
- Identify gaps in research and determine needs
- Create products, such as infographs, to project the benefits of tourism

Quantifiable Objectives:

- Initiate research project and encourage stakeholder engagement and participation.

Rationale:

It is important to conduct research to determine the economic impact that the tourism industry has within in the community. Ensuring that data is collected and communicated is required to ensure engagement and collaboration with stakeholders on future initiatives.

Action Steps:

- Work with DBC to determine current research and the opportunities that exist including the Value of Tourism Model, Net Promoter Score and Tourism Sentiment Index
- Develop a system to collect, store, manage, analyze, and use the data
- Encourage stakeholders to participate

Potential Partnerships:

- Destination BC
- Event partners
- Stakeholders

Resources:

- Contractor
- Destination BC
- Tourism Langley staff
- Township of Langley

Sources of Funding:

- Grants
- MRDT

Timeframe: September 2020

Budget: \$10,000

Performance Measures

Output Measures:

- Number of stakeholder responses
- Research initiated
- Research completed

Outcome Measures:

- Visitor Volume
- MRDT revenues
- Establishment of our Net Promoter Score
- Value of Tourism

MRDT Budget for One-Year Tactical Plan	
Five-year Revenues	Budget \$
Carry-forward from previous calendar year	\$220,900
MRDT	\$510,000
MRDT from online accommodation platforms	\$35,000
MRDT Subtotal	\$765,900
Local government contribution	
Stakeholder contributions (i.e. membership dues) Circle Farm Tour buy in	\$13,000
Co-op funds received (e.g. DBC Coop; DMO-led projects)	
Grants – Federal	\$3000
Grants – Provincial	
Grants/Fee for Service - Municipal	\$51,000
Retail Sales – Sport Hosting Kit Rentals	100
Interest	\$3,000
Other -	
Total Revenues	\$836,000
Expenses	Budget \$
Marketing	
Marketing staff – wage and benefits	\$150,000
Media advertising and production	\$50,000
Website - hosting, development, maintenance	\$25,000
Social media	\$50,000
Consumer Shows, events	\$10,000
Collateral production, and distribution	\$30,000
Travel media relations	\$30,000
Travel trade	
Consumer-focused asset development (imagery, video, written content)	\$75,000
Other (please describe)	
Business / Community Development	\$15,000
Co-Op WestCoastFoods, Ale Trail, Arts and Culture	\$50,000
Subtotal	\$485,000
Destination & Product Experience Management	
Destination & Product Experience Management Staff – wage and benefits	\$65,000
Industry development and training	\$20,000
Product experience enhancement and training	\$5,000
Research, evaluation and analytics	\$10,000
Other (please describe)	
Subtotal	\$100,000
Visitor Services	
Visitor Services Staff – wage and benefits	\$20,000
Visitor Services activities	\$40,000
Other (please describe) Vehicle	\$10,000
Subtotal	\$70,000
Meetings Conventions, Events & Sport	
Meetings, conventions, conferences, events, sport, grant programs, etc.	\$130,000
Subtotal	\$130,000
Administration	

Management and staff unrelated to program implementation – wages and benefits	
Finance staff – wages and benefits	\$5,000
Human Resources staff – wages and benefits	
Board of Directors costs	\$1,000
Information technology costs – workstation-related costs (i.e. computers,	\$10,000
Office lease/rent	\$30,000
General office expenses	\$5,000
Subtotal	\$51,000
Affordable Housing	
General MRDT revenues	n/a
Revenues from online accommodation platforms	n/a
Subtotal	\$0
Other	
All other wages and benefits not included above	
Other activities not included above (please describe)	\$0
Subtotal	
Total Expenses:	\$836,000
Balance or Carry Forward	\$0

Projected spend by market (*broad estimate*) for leisure activities only & projected percentage of spend focused on each season (*broad estimate*)

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market	% of Total \$ for (Jan-Mar) season	% of Total \$ for (Apr – June) season	% of Total \$ for (July – Sept) season	% of Total \$ for (Oct-Dec) season	% total
BC	\$471,000	60%	35%	15%	15%	35%	100%
Alberta	\$78,500	10%	35%	15%	15%	35%	100%
Ontario	\$39,250	5%	35%	15%	15%	35%	100%
Other Canada <i>(please specify)</i>							100%
Washington State	\$78,500	10%	35%	15%	15%	35%	100%
California							100%
Other USA <i>(please specify)</i>							100%
Mexico	\$39,250	5%	35%	15%	15%	35%	100%
China	\$39,250	5%	35%	15%	15%	35%	100%
UK							100%
Germany							100%
Australia							100%
Japan	\$39,250	5%	35%	15%	15%	35%	100%
Other International <i>(Please specify)</i>							100%
Total	\$785,000						