

**One-Year Tactical Plan Template**

<b>Designated Recipient:</b>	<u>Discover Langley City</u>
<b>Designated Accommodation Area:</b>	<u>Langley City</u>
<b>Date Prepared:</b>	<u>October 2019</u>
<b>MRDT Repeal Date:</b>	<u>November 21, 2022</u>
<b>Five Year Period:</b>	<u>2020 - 2025</u>

Section 1: Overview and Update to Five-year Strategic Context	
Head	Description
<b>Strategic Direction</b>	<ul style="list-style-type: none"> <li>• Align with the strategies outlined in the Destination BC marketing plan to grow the Tourism sector</li> <li>• Leverage our strengths and partnerships</li> <li>• Identify Langley City Assets and create stories that entice visitors</li> <li>• Architecture – Convey the story of our City in structures.</li> <li>• Art – Local art resources – from people to places to events.</li> <li>• Commerce – Assess businesses that our City is known for.</li> <li>• Cuisine – Tell the story of Langley City through our local cuisine.</li> <li>• Customs – Assess our City’s local events and unique things to do.</li> <li>• Geography – Assess natural landmarks, scenic attractions and nature.</li> <li>• History – Outline the history of Langley City.</li> <li>• People – Assess the influence of notable figures in Langley City.</li> </ul>
<b>Key Learnings and Conclusions</b>	<ul style="list-style-type: none"> <li>• As this is the second year of operation for Discover Langley City, this year has been used to establish relationships with the tourism community and residents, so they understand who we are and what we can offer them.</li> <li>• A very detailed and honest brand strategy was developed to guide the marketing efforts. This resulted in a video that highlights the positives of Langley City in a charming way.</li> <li>• Focus was on building marketing collateral such as an attractions guide, restaurant guide, mural walk guide, and tear-off map.</li> <li>• WestCoastFood is a very successful program that highlights the food and beverage options in the lower mainland and has been a very successful campaign that we will continue with.</li> </ul>

<b>Key Learnings and Conclusions Continued...</b>	<ul style="list-style-type: none"> <li>• We were able to work with organizers of multi day events that resulted in overnight stays with an international component. We were able to offer sponsorship dollars as well as assistance with marketing of the events.</li> <li>• The results of the sport assessment showed that this is not a strength for Langley City. However, by maintaining relationships with surrounding areas, we are positioned to provide overflow accommodations to large tournaments.</li> <li>• In order to keep our residents informed of the tourism opportunities in Langley City, a monthly e-newsletter was distributed that listed events and festivals and highlighted attractions. This was well received and we continue to grow the email list.</li> <li>• Our social media channels have been growing at a steady rate and have doubled this year. This is a major focus of 2020 now that we have our marketing assets in place.</li> <li>• We offered the tear-off map as a pay-to-play initiative to our stakeholders. Destination BC has research to back the popularity and usefulness of maps, so we were confident in the return on investment for our partners.</li> </ul>
<b>Overall Goals, and Objectives</b>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Increased awareness as a destination</li> <li>• Increased overnight stays</li> <li>• Sustainable funding</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Increase visitor volume, length of stay and overnight stays</li> <li>• Improve print and online marketing materials</li> <li>• Increase partner/stakeholder participation in cooperative marketing programs and other initiatives</li> </ul>

<p><b>Strategies</b></p>	<p><b>SHORTER-TERM PROMOTIONAL AND DEVELOPMENT ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• The shorter-term promotional and development activities include the following recommendations:</li> <li>• Establish relationships with Langley City’s tourism-related businesses.</li> <li>• Create a master list of information about current attractions and events in Langley City and keep it up to date.</li> <li>• Establish new relationships with neighbouring tourism communities and initiate discussions about co-operative tourism activities.</li> <li>• Establish baseline measures to track tourism objectives.</li> <li>• Connect with Destination BC to ensure Langley City obtains maximum benefit from its resources. This includes ensuring accommodation information is included and is up to date on <a href="http://hellobc.com">hellobc.com</a>, providing support to Destination BC and encouraging media relations and tour operator activities, participating in co-operative and funding opportunities, etc.</li> <li>• Initiate outreach with residents of Langley City to educate them about tourism opportunities in Langley.</li> <li>• Develop a new event or enhance an existing event that will draw overnight and day visitors to Langley City during the shoulder seasons.</li> <li>• Conduct a sport tourism opportunity assessment, with a view to increase overnight stays during the shoulder seasons. Compile information to assist sport tourism planners. – <i>Based on the sport tourism assessment, Langley City has limited opportunities for sport hosting of our own, however, we have an opportunity to provide room inventory in support of tournaments in the surrounding area including Langley, Abbotsford., Maple Ridge, Pitt Meadows and Surrey.</i></li> </ul> <p><b>LONGER-TERM PROMOTIONAL AND DEVELOPMENT ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• The longer-term promotional and development activities include the following recommendations:</li> <li>• Evaluate the new or enhanced event that was developed in the shorter term promotional and development activities, with a view to expand the event and/or develop new events that will draw overnight and day visitors to Langley City during the shoulder seasons.</li> <li>• Develop sport tourism opportunities, based on the findings from the sport tourism assessment.</li> <li>• Encourage the establishment of tourism attractions in Langley City that can serve as additional draws for visitors to Langley City.</li> <li>• Participate in and evaluate co-operative activities with neighbouring tourism communities to determine the impact on tourism to Langley City and make decisions about expanding or changing these co-operative activities accordingly.</li> <li>• Continue to nurture relationships with residents of Langley City with the aim to educate them and develop advocates for tourism in Langley City.</li> <li>• Consider creating pay-to-play initiatives such as a Langley City tourism brochure or other promotional activities with opportunities for tourism businesses to participate. This initiative should be considered only after there is more tourism product available (i.e. multi-day events) that provides greater reasons for potential visitors to come to Langley.</li> </ul>
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**Target Markets**
**Primary & Secondary Target Markets**

Visitor types recommended for Langley City's tourism focus have been segmented into primary and secondary targets, based on geographic markets, demographics, and activity-based groups.

There are four primary target markets:

- Residents of Metro Vancouver and the Fraser Valley, specifically adults.
- Visitors to Metro Vancouver after they have arrived in Vancouver. This group would largely include couples, with some families.
- Visitors travelling to Langley for sport participation or as a spectator. This market will be predominantly from BC, Alberta and nearby US states.
- Langley residents. Though not strictly a tourism target group, residents represent potential ambassadors for Langley who can encourage friends and relatives to visit.

In addition, there are four secondary target markets:

- Other BC residents.
- Visitors to the Fraser Valley from the Cascadia region, predominately adults who are travelling for leisure purposes.
- Alberta residents (influenced by expansion of YXX and direct Calgary to Abbotsford routes).
- Tour operators who can be encouraged to develop Lower Mainland itineraries, especially emerging markets from China, Japan, India and Mexico which are served by inbound operators.

These target markets were chosen for Langley City because they represent the biggest opportunities for potential visitor volume and revenue. The distinction between primary and secondary markets is based on the City's ability to reach and influence them, given limited tourism resources. While these priority markets will be pursued and promoted proactively, that does not mean that visitors from elsewhere will not be welcome. However, these priority markets will be the focus of Langley City's tourism activities.

**Target EQ Types**

Explorer Quotient®, also known as EQ, was developed by Destination Canada, in partnership with Environics Research Group. EQ is a proprietary market segmentation system based on psychographics. Rather than marketing to or developing products for travelers based on traditional segments, such as demographics (e.g. age, gender, income, etc.) and/or geography, EQ emphasizes the importance of traveler segmentation based on psychological characteristics, such as their attitudes, beliefs, values, motivations, and behaviours. When various psychological characteristics are combined, different types of travelers emerge.

These are known as Explorer Types. Destination BC has adopted Destination Canada's EQ research framework, providing a foundation for establishing target EQ types based on a region's attributes and other factors. These three EQ types are the best fit with the opportunities identified for Langley City.

**Cultural Explorer (BC)**

These are active travelers who enjoy frequent weekend escapes. They are always on the move, immersing themselves in nature, local culture and history. They value traveling with like-minded people and seek out heritage sites, cultural events and festivals.

**Gentle Explorer (BC)**

This traveler 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. They value organized travel packages that take care of all the details for them.

**TACTICS**

<b>Major Category: Marketing</b>
<b>Activity Title: Digital Media Marketing</b>
<b>Tactics:</b> <b>Work with a professional Digital Media Marketing Agency to grow DLC's presence</b>

**Short Description:**

Work with a Digital Media marketing Agency to grow Discover Langley City's digital presence and bring the brand, brand playfulness, city events and its character to life.

Based on the 2020 digital ad goals of Discover Langley City, a comprehensive digital ad program, that will maximize digital ad formats to desired outcomes, including increase website traffic, brand awareness, event recognition and hotel bookings.

**Quantifiable Objectives:**

- Raise brand awareness of Discover Langley City amongst key target audience groups (internal community and businesses, as well as event-goers and travellers, conference-goers) using digital advertising opportunities (Display, Social, Sponsored Content)
- Educate audiences about the great events and restaurants the city has to offer
- Leverage the Google Grant for Search Ads
- Establish SEM benchmarks for digital advertising, including Cost-per-Click, Click-through-Rate

**Action Steps:**

- Set up of website tags, Facebook pixel code, Google ad goal setting and testing – to ensure reporting and ad optimization and retargeting opportunities
- Set up of Google Ads Grant, including drafting of suite of search ads highlighting key programs, events, hotel packages and highlighting the role of the DMO
- Development of targeting and keywords list
- Development of Facebook and digital display ads and specific spring and fall campaigns, in addition to event-specific and brand campaigns (with support from Discover Langley City's Graphic Designer). The display ads will run on targeted website, on Facebook and on Facebook's ad network (which is similar to Google's display ad network: Display ads running on websites).
- Creative campaign asset development as needed, including responsive and HTML5 Ads and copywriting

**Potential Partnerships:**

Langley Area Pickleball, Canadian Festival of Chili and BBQ, Show me the Monte, Langley City Sparkles, DLBA Summer Series.

**Sources of Funding:**

MRDT Revenue

**Timeframe:**

Spring to fall 2020

**Budget:**

\$21,000 (Includes Social Media Buy)

**Performance Measures:**

- Increased awareness of Langley City as a unique and fresh destination
- Increased visitor nights in communities
- Increased social media followers

<b>Major Category: Destination &amp; Product Experience Management</b>
<b>Activity Title: Supporting Festivals and Events that enhance shoulder season travel and encourages overnight stays.</b>
<b>Tactics:</b> <ul style="list-style-type: none"><li>• <b>Provide sponsorship dollars to encourage Langley City as a location for Multi Day Events</b></li><li>• <b>Work with groups to provide incentive to choose Langley City</b></li><li>• <b>Provide Marketing support for best use of resources</b></li></ul>

**Short Description:**

Encourage multi-day events to attract visitors during the shoulder seasons in order to grow both day visits and overnight stays in Langley City and provide sponsorship to encourage new or sustainable events, preferably multi days.

**Quantifiable Objectives:**

- At least three events held in 2020
- Overnight stays generated

**Rational:**

- Tourism traffic is lower in the shoulder seasons, when tourists have fewer reasons to visit.
- Multi-day events that appeal to niche targets, bundled with hotel packages in Langley City, will attract consumers seeking 'experiences' and convenient getaways.
- These events can be based in the City, leveraging the Convention Centre, etc. but also leverage the tourism products available in the surrounding Township of Langley.
- Visitors will spend more time and money in the City.
- Multi-day events have the double benefit of attracting day visits as well as overnight stays.

**Action Steps:**

- Evaluate ideas against the primary target markets.
- Select opportunities to pursue.
- Work with tourism businesses in the City and Township to promote events.

**Potential Partnerships:**

Langley City's tourism-related businesses and organizations and Township of Langley

Resources:

**Sources of Funding:**

MRDT

**Timeframe:**

First event in January 2020 and continues through-out the year as opportunities present themselves.

**Budget:**

\$31,000

**Performance Measures:**

Output Measures	Outcome Measures
<ul style="list-style-type: none"><li>- Number of events hosted</li><li>- Webpage Visits</li><li>- Social Media Campaign Results</li></ul>	<ul style="list-style-type: none"><li>- Number of competitors participating</li><li>- Visitor nights and Visitor Spending</li></ul>

<b>Major Category: Destination &amp; Product Experience Management</b>
<b>Activity Title: Educate tourism-related businesses in Langley City on the value of tourism and engage with them in order to build support.</b>
<b>Tactics:</b> <ul style="list-style-type: none"><li>- Encourage accommodation providers to work with events and attractions to create weekend and festival packages.</li><li>- Provide a regular newsletter to stakeholders to keep them informed on the marketing tactics we are providing to support them</li><li>- Provide Marketing support for best use of resources</li></ul>

**Short Description:**

Having a strong tourism community will ensure the long-term success of Discover Langley City as an organization, as well as ensure the continuation of the MRDT program. By working together, we can provide tourism operators with resources to make their business stronger.

**Quantifiable Objectives:**

- Number of tourism-related businesses signing up as members.
- Number of tourism-related businesses signing up for and opening the e-newsletter.

**Rational:**

- Educating tourism-related businesses about the value of tourism and tourism opportunities that are available will build support for and participation in tourism activities and marketing in general.
- This will help ensure that ongoing tourism funding continues through the MRDT and other revenue-generating opportunities.
- These activities can also:
  - Educate tourism-related businesses and potential entrepreneurs about the types of opportunities the City's target markets are seeking.
  - Encourage tourism-related businesses to upgrade their tourism experiences to meet the needs of an ever-more discerning visitor base.

**Action Steps:**

- Meet with tourism-related businesses in Langley.
- Plan and implement an annual event for tourism-related businesses to meet, network and learn about the tourism organization's plans for the upcoming year, including pay-to-play initiatives.
- Obtain email addresses, ensuring opt-out options are incorporated into the e-newsletter.
- Provide compelling content in the industry focused e-newsletter.

**Potential Partnerships:**

Langley City's tourism-related businesses and organizations and Township of Langley

**Sources of Funding:**

MRDT

**Timeframe:**

Quarterly Newsletters and regular contact

**Budget:**

\$250.00 for Constant Contact Subscription

**Performance Measures:**

- Number of stakeholders signed up
- Number of participants in promotions
- Open rate of emails

<b>Major Category: Marketing</b>
<b>Activity Title: Collaborative Regional Marketing Campaigns</b>
<b>Tactics:</b> <b>Partner with WestCoastFood and the BC Ale Trail to highlight Langley City assets.</b> <ul style="list-style-type: none"> <li>- <b>Email Marketing</b></li> <li>- <b>Paid Search/search engine marketing</b></li> <li>- <b>Paid social media</b></li> <li>- <b>Display (Image and Video)</b></li> <li>- <b>Native Advertising</b></li> <li>- <b>Social Media</b></li> <li>- <b>Written Content</b></li> <li>- <b>Landing Page</b></li> <li>- <b>Travel Media Relations</b></li> </ul>

**Short Description:**

Work with neighbouring communities to partner on co-operative marketing initiatives to leverage synergies that showcase Langley City's unique eateries and breweries.

**Quantifiable Objectives:**

- **Goal:** inspire year-round travel to the region by illuminating the breadth of food and beverage experiences in Metro Vancouver.
  - **Objective:** Increase **impressions** in the 2020 period including expansion into one new market.
  - **Objective:** increase **website** sessions
  - **Objective:** partner with successful programs to increase the exposure for Langley City via website visits
- **Goal:** Continue to build success for regional partners through collaboration, levered investment and enhanced distribution.
  - **Objective:** Show partners an **investment ROI benchmark of 30:1** or greater based on new participation, sustained funding and a team effort.

**Action Steps:**

- These program's marketing strategies are built, as with Destination BC's strategic priorities, upon a foundation of engaged partnership and collaboration. With a strong group of engaged city DMO and tourism partners, and with content support from the communities.
- This initiative is congruent with DBC's own content theme of *Culture and Lifestyle*. The strategy is to promote the websites and social assets as a one-stop resource and source of inspiration for locals and travellers.
- A series of display (including video) campaigns will continue to build awareness of the culinary destination and drive traffic to the website, focusing on short-haul geo markets, targeted to Cultural Explorer, Free

Spirits and Authentic Experiencers, as well as more specific foodie Prizm segments, using the precision of a proprietary DSP, GDN and social media selects.

- Other mid-funnel strategies including native, PR, Influencer, event activation and contesting/data acquisition.
- The program will inspire, educate and deliver through strategic outreach, authentic, well-constructed and inspiring content, a solid over-arching brand, and direct linking to individual communities, businesses and experiences for the visitor.
- The differentiation will be expressed through the storytelling of how the region's unique cultures, climates, geography and talent converge to create a must-experience culinary trip.

**Potential Partnerships:**

- Discover Langley City
- Discover Surrey
- Tourism Coquitlam
- Tourism Langley
- Tourism New Westminster
- Tourism Richmond
- Tourism Vancouver
- Tourism White Rock
- Vancouver's North Shore (incl. West Vancouver)
- Visit Burnaby
- Hotel partner (Marriott Intl.)
- Transportation partner (TransLink)

**Sources of Funding:**

Consortium funding from all partners, plus investment from Destination BC and Destination Canada

**Timeframe:**

2020

**Budget:**

\$7,500.00

**Performance Measures:**

- A campaign report which draws conclusions from a suite of metrics will be provided with each invoicing period and a year-end summary report will include:
  - Any available visitor volume data for key markets targeted.

- Any available brand attribute data showing lift for Metro Vancouver as it relates to being a “foodie destination”. (sources: Tourism Vancouver exit survey; Pre-post brand campaign data – conducted in 2018/2019 in Washington State and California).
- Campaign data will include:
  - Impressions achieved
  - Visits/Sessions to the WCF microsite; pageviews; time on site; pages per session
  - CT data to communities/partners; on-page conversion
  - Hotel booking data (as provided by hotel partner)
  - Ad unit clicks, CT rate and CPC
  - Ad unit conversion by creative/messaging
  - Video views on pre-roll; YouTube
  - Contest entries; opt-ins
  - Social ad clicks and video views
  - Social engagement
  - Media value achieved
  - Response by market.

<b>Major Category: Destination and Product Experience Management</b>
<b>Activity Title: Educate residents of Langley about the events, attractions, and tourism opportunities in Langley.</b>
<b>Tactics</b> <ul style="list-style-type: none"><li>- Consumer e-newsletters</li><li>- Distribute collateral (Attractions and Hungry Guide, Mural Walk brochure and Tear-off Map)</li><li>- Display booth at community events</li><li>- Contributions to Langley City Newsletter</li><li>- Local advertising</li><li>- Sponsor hospitality at McBurney Plaza Summer Series</li><li>- Create “Did you know” brochure</li></ul>

**Short Description:**

By having our residents aware of the tourism opportunities, they become ambassadors for us, and encourage stay their visitors to choose Langley attractions and have stay-cations. A greater awareness of the events and attractions that take place in the Langley City and surrounding area will also encourage attendance with their friends and relatives via word-of-mouth.

**Quantifiable Objectives:**

- Number of consumers signed up for Festival and Event newsletter (with attraction highlight)
- Consumer Video views
- Social Media engagement
- Number of consumers connected with at events

**Rational:**

Local residents are a key source of information and can positively influence tourism in Langley City as ambassadors and entrepreneurs.

**Action Steps:**

- Encourage residents to sign up for a consumer newsletter
- Use social media to reach the residents
- Take advantage of communication opportunities to reach Langley residents, such as the community newspaper, municipal publications, community association newsletters, etc.
- Contact local media and discuss possibility of working together. A close working relationship will allow the tourism organization to not just embark on media relations but to jointly promote tourism through continuing coverage. This could lead to an ongoing series about local tourism attractions and events, or about tourism business opportunities.
- Create a Food Video

**Potential Partnerships:**

Langley City, Community Farmers Market, Festival Organizers

**Resources:**

- E-Newsletter
- Community newspaper
- Municipalities
- Community newsletters
- Summer ambassadors

**Sources of Funding:**

MRDT

**Timeframe:**

Ongoing

**Budget:**

\$14,000.00

**Performance Measures:**

- Number of Social Media Followers
- Number of Consumers on e-newsletter sign up
- Press clippings.
- Social media engagement
- Video views
- Number of people connected with at events

<b>Major Category: Visitor Services</b>
<b>Activity Title: Seasonal Community Ambassadors</b>
<b>Tactics</b>
<b>Attend events and provide guided mural walks during the summer.</b>

**Implementation Plan:**

The grant application process begins in January with notification of successful applicants in early spring. Should we be successful, ambassadors will be hired in May for the 16-week summer season. The ambassadors would be scheduled to set up an information booth at community events.

**Short Description:**

Summer Ambassadors will attend events and represent all tourism products and services from our industry sectors such as accommodation, restaurants, retail, attractions and others by essentially being our “one stop shop” for visitors, encouraging them to extend their stay from day to overnight in Langley City.

Ambassadors will also provide guided mural walks and give background and interesting history on the murals as well as the history and intriguing aspects of Langley City.

**Quantifiable Objectives:**

This program will raise the profile of Discover Langley City as an organization by being very visible as well as promote things to see and do in the community and encourage visitors to stay longer, return and recommend to their friends.

**Action Steps:**

Application for Canada Summer Jobs is usually done in the early part of the year, with the hopes of the application being successful to hire two students for the 16-week summer period.

Hiring would commence in May and last until Labour Day Weekend.

**Potential Partnerships:**

Langley City

**Resources:**

Collateral for tourism product, mileage allowance, and office space.

**Sources of Funding:**

Canada Summer Jobs grant

**Timeframe:**

May to September

**Budget:**

Canada Summer Jobs Grant

\$20,000

**Performance Measures:**

- Number of visitors served at the info booth
- Number of guided mural walks