



tourismLANGLEY
endless choices

5 YEAR

BUSINESS PLAN | 2017-2021



Table of Contents

Executive Summary	4
Vision & Mission	6
Strategic Context	7
• <i>Economic Conditions</i>	
• <i>Travel Trends relative to Tourism Langley</i>	
• <i>Changing Realities of Destination Management</i>	
• <i>Market Performance</i>	
• <i>SWOT</i>	
Overall Goals, Objectives & Targets	14
Strategies – Key Actions	19
Brand Positioning	21
Target Markets	23
Management, Governance & Administration	24
Sources of Funding	27

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%

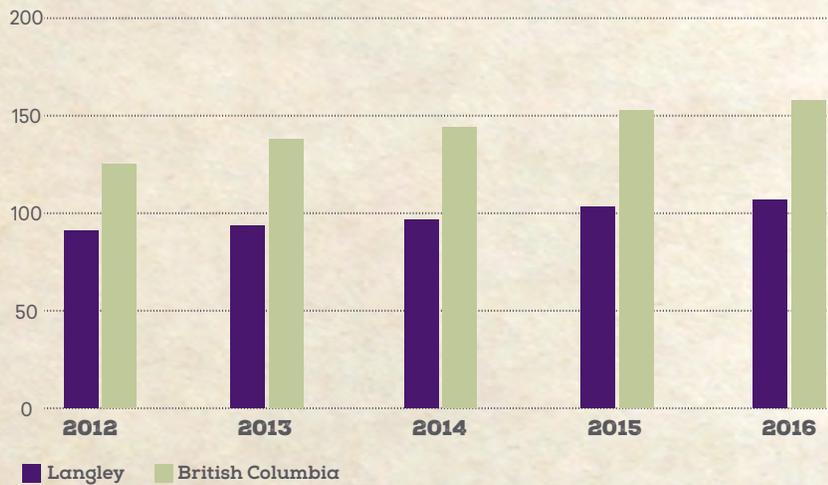


*As of September, 2016

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.

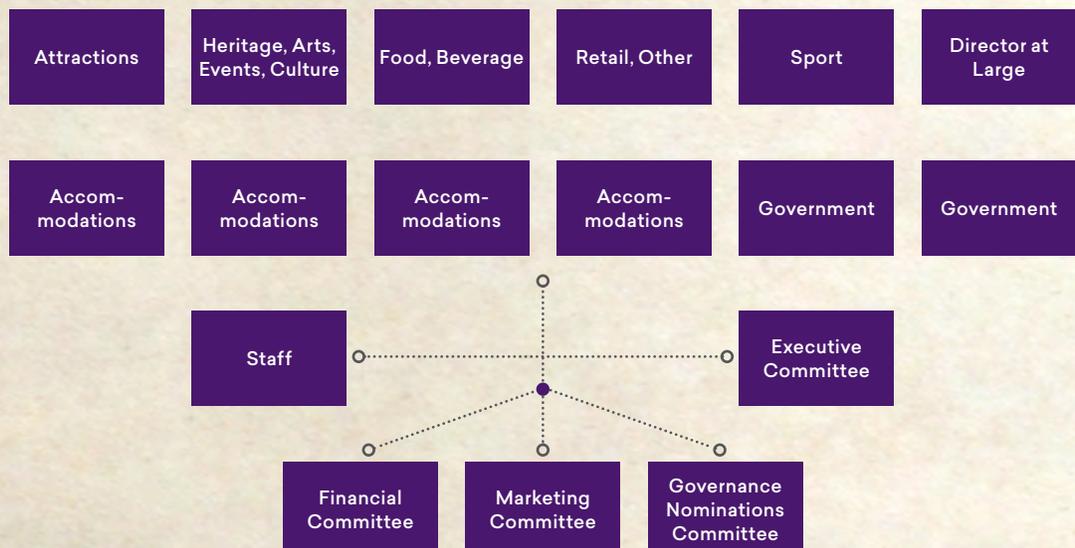
Governance Structure

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





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