

Appendix 2.3 One-Year Tactical Plan

Designated Recipient:	<u>Tourism New West</u>
Designated Accommodation Area:	<u>New Westminster</u>
Date Submitted:	<u>November 30, 2023</u>
MRDT Repeal Date:	<u>July 1, 2026</u>
Five Year Period:	<u>2021-2026</u>

Section 1: Overview and Update to Five-year Strategic Business Plan

Heading	Description
Strategic Direction	<p>Tourism New West’s vision is to provide visitors with an authentic tourism experience that highlights the City’s unique attributes and provides sustainable economic growth through tourism to the community.</p> <p>Tourism New West’s mission is to lead, develop, and promote New Westminster in a way that will attract visitors to enjoy the opportunities in New Westminster as a destination through:</p> <ul style="list-style-type: none"> • Strategic partnerships and collaboration • Innovation and knowledge management • Effective stakeholder communication and engagement <p>Goals</p> <p>Destination Marketing: Increase visitation and off-peak overnight stays to New Westminster. Continue to draw visitation from the Metro Vancouver market to promote usage of our culinary and retail businesses. Expand our presence in the Vancouver, Coast and Mountains region among the various large and already established Tourism Destination brands.</p> <p>Visitor Servicing: Continue to refine the visitor services experience. Work to further explore the best usage of our Visitor Services teams and specifically refine our mobile visitor services operations.</p> <p>Destination Development: Continue to identify areas where we can enhance access to the various tourism experiences in New Westminster. This includes identifying barriers of entry, and developing strategies that promote solutions which mitigate these barriers such as traffic congestion etc.</p> <p><i>*Objectives outlined below</i></p>
Key Learnings and Conclusions	<ul style="list-style-type: none"> • The tourism activity appears to be back to normal in terms of the desire to travel, and the arrival of visitors after the pandemic. • It has been challenging to find committed volunteers to support our organization.

	<ul style="list-style-type: none"> • We have been able to expand the presence of our renewed brand locally and among our partners outside the destination. • We were able to go further in the brand development by collaborating with the stakeholders, partners and the community on creating a new tagline that will soon be ready. • The global and local scenarios present risks that impact the tourism activity and the economy, such as unexpected fires or natural disasters (locally), or global conflicts like the war in Ukraine or Palestine. Therefore it is important for businesses and organizations to keep track of the local and global environment, as well as to keep contingency funds and emergency plans ready to be implemented. • The interest of international travelers to visit the Greater Vancouver area is back, so it is important to adjust our marketing strategies to impact on the more convenient markets. • From a marketing perspective it was another year of ensuring to operate and exist on the social platforms which are emerging and to re-evaluate previous campaigns and decide if they should still be pursued. <p>Tourism New West is prepared to keep growing and innovating in 2024. During the past year, MRDT has been vital for the development of the destination, the implementation of better practices to serve our visitors, and the growth of the local industry as a collaborative entity.</p> <p>The more we join forces with stakeholders, partners and other local and external organizations, the more we realize the most effective and fastest way to grow as a destination is through collaboration, cost sharing, co-branding and cross-offering.</p> <p>During 2023 our Board of Directors gained new vitality, and hiring new staff created opportunities to look at the strategy from a different perspective, that so far has proven effective advancing towards our goals.</p> <p>From a marketing perspective, we followed through on the second year of a 2-year marketing plan beginning in 2021, approved early in 2022 for implementation, and being now at almost a complete compliance. TNW was able to make strong progress on the majority of the priorities. TNW was able to finally create a functional events' calendar for the destination.</p> <p>We have been collaborating closely with partner organizations such as the Downtown New West BIA, Chamber of Commerce, Arts New West, Uptown BIA and the City of New Westminster, as well as with external entities, such as Tourism Burnaby, Tourism Coquitlam and Tourism Nanaimo.</p>
Overall Goals and Objectives	Destination Marketing Objectives <ol style="list-style-type: none"> 1) Increase awareness of New Westminster as a destination <ul style="list-style-type: none"> • Digital Platforms subscription and interactions increase by 10% from 2023 2) Increase visitation, Average daily rate, and perceived value of visit to New Westminster

	<ul style="list-style-type: none"> • 2 Accommodation providers report an increase in occupancy and Average Daily rate from 2023 • 2 Accommodation providers show and increase in ADR from 2023 <p>3) Growth of local festivals, events, and conferences</p> <ul style="list-style-type: none"> • Increase organizational and promotional support for 3 key local events • Attract at least one new event that draws visitors and potentially overnight stays in the off peak season <p>4) Greater visitor spending in local businesses</p> <ul style="list-style-type: none"> • Create a platform to promote partnerships of local businesses (i.e. packages that combine the offerings of more than one business) • 3 key attractions see a 5% increase in foot traffic from 2023 <p>Visitor Servicing Objectives</p> <p>1) Increase total number of mobile visitors served</p> <ul style="list-style-type: none"> • Increase Mobile visitors served over 2023 <p>2) Deliver a seasonal Visitor Service program as part of DBC’s network annually</p> <ul style="list-style-type: none"> • Increase number of total visitors served over 2023 baseline <p>Destination Development Objectives</p> <p>1) Increase services and satisfaction of local tourism businesses</p> <ul style="list-style-type: none"> • Stakeholder satisfaction research – implement a survey • 10 businesses have an enhanced online presence • Participate in at least 2 regional campaigns during 2024 <p>2) Affirm Tourism New West is the local recognized leader in destination management</p> <ul style="list-style-type: none"> • Join the Arts, Culture, Economic Development Advisory Committee (ACEDAC) from the City. • Appear in front of council to speak to value of tourism • Representatives contribute to 3 external committees or working groups relevant to destination development each year • Board and Committees have members from at least 5 key industry sectors on an ongoing basis
Strategies	<p>Destination Marketing: Objective #1 Increase awareness of New Westminster as a destination - Strategies</p> <ul style="list-style-type: none"> • Have greater physical brand presence outside the current Visitor Centre • Improve online presence through dynamic activation of Google My Business <p>Destination Marketing: Objective #2 Increase visitation, average length of stay, and perceived value of visit to New Westminster - Strategies</p> <ul style="list-style-type: none"> • Create new experiences • Promote New Westminster as an affordable destination to stay overnight for people traveling to Metro Vancouver • Offer more accessible information for current and potential visitors • Partner with accommodation providers with an incentive program to drive overnight stays. Operate an incentive package with at least two accommodation partners. • Design, produce and start offering branded TNW merchandise through different platforms.

	<p>Destination Marketing: Objective #3 Growth of local festivals, events, and conferences - Strategies</p> <ul style="list-style-type: none"> • Partner with event organizers to expand their reach, capacity, and access to resources and sponsor at least 3 events. • Support the meetings and conference markets with creation of collateral that can be beneficial for their clients, <p>Destination Marketing: Objective #4 Greater visitor spending in local businesses - Strategies</p> <ul style="list-style-type: none"> • Continue promotion and spend in spending centered campaigns such as the BC Ale Trail • Continue to participate in West Coast Food and West Coast Curated co-op campaigns and ensure to maximize exposure and opportunities for businesses located in New Westminster <p>Visitor Servicing: Objective #1 Increase total number of visitors served - Strategy</p> <ul style="list-style-type: none"> • Develop and execute annual visitor servicing initiatives • Establish and execute an effective presence at Events and key foot traffic locations, this presence can be in person or through brand and information displays <p>Visitor Servicing: Objective #2 Deliver a full-service Visitor Service program as part of DBC’s network annually - Strategy</p> <ul style="list-style-type: none"> • Create interactive and photo opportunities for the presence of TNW at events. • Update visitor services appearance (New uniforms) • Improve the information available online with a more user-friendly website and updated offerings • Create an improved events calendar on our website with open event submissions for the community. <p>Destination Development: Objective #1 Increase services and satisfaction of local tourism businesses - Strategy</p> <ul style="list-style-type: none"> • Engage stakeholders & partners to contribute to an enhanced tourism experience in New Westminster with a stakeholder survey • Create a Tourism New West Newsletter which promotes different stakeholders regularly. <p>Destination Development: Objective #2 Affirm Tourism New West is the local recognized leader in destination management - Strategy</p> <ul style="list-style-type: none"> • Continue to ensure TNW staff or Board members are regularly attending all key community events • Sponsor at least one Chamber of Commerce or Downtown BIA event • Make an appearance in front of council to promote the value of tourism
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Target Markets	<p>Metro Vancouver (Primary)</p> <ul style="list-style-type: none">• 30-60, active folks over 60• Very familiar with Vancouver and looking for new hidden gems to explore• Interested in arts & culture events• Interest in walking, biking, parks; being outdoors within a city• Interested in leisurely shopping in a new neighborhood <p>BC, Alberta and the Pacific North-West (Secondary)</p> <ul style="list-style-type: none">• Visitors to the hospital or schools• Conferences, team meetings/AGMs• Visitors who may be priced out of Vancouver hotels but are looking for easy access to other areas linked by transit
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