

A family of five is walking along a wooden dock on a body of water. A man in a purple shirt and khaki shorts is walking towards the left, followed by a young girl in a blue and white plaid shirt and blue shorts. A man in a black t-shirt and dark shorts is carrying a large yellow kayak. Behind him, a woman in a red shirt and a black cap is walking. A young boy in a red shirt, white shorts, and a blue cap is walking towards the right, holding a blue paddle. The dock is made of wooden planks and has a vertical wooden post. The water is blue with some ripples. The sky is not visible.

Port Moody Tourism Strategic Plan
November 30, 2016

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Executive summary

Tourism works hard for a community. It directly benefits a community through expenditures, taxes and employment. Tourism reduces taxes paid by local residents, builds local infrastructure, enhances real estate values, diversifies the economy, attracts businesses and encourages entrepreneurial opportunities.

Tourism supports urban revitalization, generates pride and enthusiasm among local residents, encourages historic preservation, improves destination image and aids the protection of natural resources.

This Tourism Strategic Plan delivers on the strategic economic development action recommendation from the Council Strategic Plan 2015-2018 and supports all seven strategic priorities. This plan builds from and aligns with the community vision articulated in the Council Strategic Plan.

In 2015, the Tourism Committee developed a number of tourism recommendations. The goals and strategies in this document generally align with these recommendations, but in some cases take a slightly different approach to reach the goal.

This plan was developed through an in-depth secondary research review, one-on-one intercept interviews with 32 visitors and residents, a stakeholder engagement session and strategic options analysis with the Tourism Committee.

The recommended vision for tourism in the City of Port Moody is:

The City of Port Moody is recognized by citizens and visitors alike as the premiere day-trip destination in the Lower Mainland.

Port Moody is a day-trip destination for residents of the Lower Mainland and current visitation patterns are focused on Rocky Point Park and nearby areas. The opportunity is to attract more day trip visitors to Port Moody and move visitors to more places around the destination.

Current tourism assets include Rocky Point Park, the pier and Burrard Inlet, Shoreline Trail and the breweries. Each of these is a feature attraction that will draw visitors. Other areas of Port Moody are secondary attractions, including shopping.

Visitors describe the current tourism experience in Port Moody as beautiful, family-oriented, relaxing and nature-based. This is a strong foundation on which to build a tourism strategy.

Rather than being compared with the Tri-Cities, Port Moody is considered along with other seaside destinations in the Lower Mainland. This list includes Steveston, Granville Island, Stanley Park, Ambleside, Deep Cove and White Rock.

Key tourism trends that inform this strategy include the increasing influence of social media in travel planning, visitors looking to experience a local's way of life and the increasing importance of the brand of a destination.

The goals of the Tourism Strategic Plan are to:

- Grow visitor spending in the City of Port Moody.
- Increase the length of stay and the number of places visited in a typical visit to Port Moody.
- Increase the number of tourism attractions and experiences.
- Increase awareness of Port Moody as the premiere day-trip destination in the Lower Mainland.

These goals will be achieved through seven strategies:

1. Enhance the quality of tourism infrastructure and services.
2. Establish a tourism leadership role in the City of Port Moody.
3. Develop and execute a destination marketing plan.
4. Enhance the nature experience.
5. Improve wayfinding and signage.
6. Integrate existing assets into the tourism strategy.
7. Build a defined brand position for the City of Port Moody.

Achieving these goals and strategies will require both leadership and financial support from the City.

Twenty-five specific recommendations are made that lay out a roadmap over the short-, medium- and long-term to ensure that tourism works hard for Port Moody.

Vision for Port Moody as a tourism destination

The Vision for Port Moody is:

The City of Port Moody is recognized by citizens and visitors alike as the premiere day-trip destination in the Lower Mainland.

The first part of this Vision highlights the importance of local support for products and services of interest to visitors. Most businesses, cultural and heritage attractions derive the majority of their business from the local or regional market. Ongoing support of these products and services by the local community is a pre-requisite to a successful tourism development strategy.

Equally important is the need for residents to understand how tourism fits into the City's economic development strategy to ensure adequate support for the public resources required to implement this tourism development strategy.

The second part of the Vision underscores the type of tourism that Port Moody will target: same-day visitors. This is driven by the very limited number of overnight accommodations in the City.

This Vision provides context for the Objectives and Strategies that will guide the City's tourism development efforts over the next decade.

Alignment with the City priorities

OFFICIAL COMMUNITY PLAN

This tourism strategy aligns with the community vision articulated in the Official Community Plan:

Port Moody, City of the Arts, is a unique, safe, vibrant waterfront city of strong neighbourhoods; a complete community that is sustainable and which values its natural environment and heritage character as well as:

- Protecting, remediating and enhancing the community's environmentally sensitive resources, recreation areas and heritage assets for public use and enjoyment.
- Maintaining the "small town" character of the community.
- Encouraging developments that respect the community and are functional, universally accessible, exhibit good urban design and are environmentally sound.
- Encouraging physical development and cultural activities that enhance the sense of community in the City distinguishing Port Moody from its neighbours.
- Encouraging and maintaining a strong and diversified economy and tax base.
- Supporting community involvement and input when determining future directions for the City.
- Seeking a balance between environmental, economic, social and cultural sustainability in all decision-making.

COUNCIL STRATEGIC PLAN

This tourism strategy also supports all seven strategic priorities outlined in the Council Strategic Plan 2015-2018:

- Community planning
- Moving people
- Parks and recreation
- Preserving the environment
- Service Excellence
- Economic development
- Arts and culture

Specifically, this Tourism Strategic Plan delivers on the economic development action: develop and implement a tourism plan.

The Tourism Strategic Plan (2015) developed by the Tourism Committee makes a number of strategic recommendations. The goals and strategies in this document generally align but in some cases take a slightly different approach to reach the goal.

Tourist profile

There is no information available about existing tourism visitation to Port Moody specifically, or even to the Tri-Cities. Instead, Vancouver and regional tourism data is provided.

In 2012, overnight visitation in BC generated 17.9 million person-visits and \$8.6 billion in related spending. The Vancouver, Coast and Mountains region represents 43% of provincial overnight visitation and 57% of related spending. (Destination BC Regional Tourism Profile, January 2015 – the most recent research available)

Top five source markets for the Vancouver, Coast and Mountains region:

British Columbia – 45% visitation, 22% related spending

Washington – 10% visitation, 6% related spending

Alberta – 6% visitation, 6% related spending

Ontario – 5% visitation, 9% relate spending

California – 4% visitation, 5% related spending

Trip Characteristics

The Vancouver, Coast & Mountains received 8.2 million overnight person-visits in 2012, which generated \$4.7 billion in related spending.

Domestic overnight travellers accounted for 60% of visitation and 43% of related spending. International travellers accounted for 40% of visitation and 57% of related spending.

On average, domestic travel parties in the Vancouver, Coast & Mountains stayed 3.4 nights and spent \$155 per night during their trip. US travel parties 3.6 nights and spent \$236 per night during their trip, and other international travel parties stayed 13.6 nights and spent \$126 per night during their trip in the Vancouver, Coast & Mountains region.

Same day vs. overnight travel

Same-day travellers accounted for 49% of visitor volume and 16% of visitor spending in the Vancouver, Coast and Mountains region.

Accommodation

Over 50% of all traveller nights spent in the Vancouver, Coast and Mountains were spent in the homes of friends and family for all markets (excluding US travellers). US residents spent two-thirds of their nights in hotels and motels. Staying in campgrounds or RV parks was not as common in the Vancouver, Coast & Mountains as in other tourism regions of the province.

Seasonality

Visitation is at its highest during the peak summer months. The remaining quarters experience a more even distribution of visitation than any other region.

Season of travel	BC Residents	Other Canadians	US residents	Other international
January to March	22%	18%	15%	15%
April to June	24%	22%	28%	26%
July to September	33%	37%	40%	41%
October to December	21%	23%	17%	17%

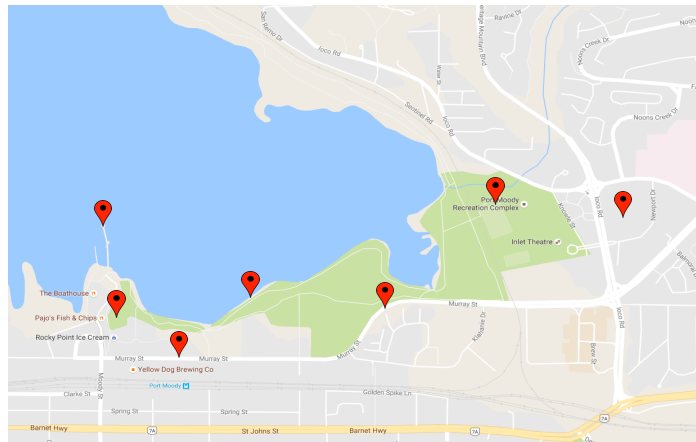
Regional comparisons

The Vancouver, Coast and Mountains region represents 47% of all overnight visitors and 51% of visitor spending.

Region	Overnight visitors (000s)	Spending (\$000s)	Nights (000s)
All leisure travellers in BC	8,707	\$4,591,925	34,357
Cariboo Chilcotin Coast	303	\$83,163	1,130
Kootenay Rockies	1,129	\$432,746	4,377
Northern BC	394	\$200,708	1,400
Thompson Okanagan	1,759	\$688,392	6,395
Vancouver, Coast & Mountains	4,094	\$2,333,585	14,306
Vancouver Island	1,901	\$714,351	6,454

Visitor research

Thirty-two in-depth intercept interviews were conducted across Port Moody from Rocky Point Park to Newport Village in June and July 2016. Visitors from the Lower Mainland, Alberta and the UK as well as a number of locals from the Tri-Cities participated.



A few places in Port Moody were identified as icons: Rocky Point Park, the pier and Burrard Inlet, Shoreline Trail and the breweries. Each of these is a feature attraction that will draw visitors. Other areas of Port Moody are secondary attractions, including shopping.

Belcarra Regional Park and Buntzen Lake also attract visitors, but for visits that are largely independent of visiting Port Moody.

When visitors and locals consider Port Moody as a place to visit, they also wonder what Port Moody might be like as a place to live. This includes housing options, parking and traffic, amenities as well as the beauty, nature and recreation. Port Moody is very favourable reviewed in this context.

Most visitors find Port Moody easy to navigate, but they don't explore Port Moody beyond their specific destination within the City. Improving wayfinding and navigation will be important to move visitors to more places around Port Moody.

Partly due to the lack of exploration, visitors find that Port Moody is a part-day visit, not a full-day visit. This is supported by the perceptions of local residents.

There is a strong market for visiting friends and relatives (VFR). All of the visitors from beyond the Lower Mainland were VFR. Locals are proud to show off the City, but for one day at most. Then they venture further afield.

Residents report that parking and congestion are issues and are concerned that increased tourism and related development could make this problem worse. This is an important consideration for the Tourism Strategy.

A conflict with residents can develop when tourism is seen to compromise quality of life. While this is not an issue today, working closely with the community (e.g., parking) will be essential.

“City of the Arts” was not mentioned once by visitors as an aspect of the City of Port Moody, and only once by residents. From a tourism perspective, arts and culture is not associated with the City and is not a tourism draw.

Visitors and locals describe the experience in Port Moody today as:



Implications for the Tourism Strategy:

- Port Moody is a day-trip, by the sea destination for the regional market.
- The primary audience is young families.
- Secondary audience is locals for Visit Friends and Relatives (VFR) travel.
- Dining and shopping is perceived to be weak by visitors and locals alike.
- The tourism icons of the destination are Rocky Point Park, Shoreline Trail and Brewers' Row.
- Visitors need to be guided to more places around the City.
- There is an important role for the parks and lakes in the tourism strategy.
- The development of more retail and more nature-based activities is required to grow tourism.
- Lack of parking may limit tourism growth.
- Securing local support for tourism is essential.

Stakeholder research

Consultation with the local business, tourism operators and residents paralleled findings from the visitor research in many ways. Port Moody was described as a weekend destination (drive through Monday – Friday), outdoor activity, water, brewery, small destination with a lack of shopping opportunities. It has a friendly, community atmosphere, but traffic can be a problem.

Misplaced visitor perceptions included being remote, a dirty industrial town, exclusive, polluted water and a small town with not much to offer.

Overlooked aspects of Port Moody were seen to be City of the Arts, food experiences, convenient location, history and additional activities. There was also a concern that Port Moody had an exaggerated view of itself as a tourism destination.

A vision for Port Moody as a tourism destination was described as:

- A vibrant seaside community
- Natural environment that has been preserved or even enhanced
- Walkable and accessible
- The sense of community in Port Moody is thriving
- Well known as a place to visit

Destination assets were described as:

- Arts and culture
- The four craft breweries
- Festivals
- Food and dining
- Parks and recreation
- Safety
- Tournaments
- Visit friends and relatives
- Walkability
- Walking, hiking, exploring, biking and boating

Destination gaps included:

- Accessibility to parkland and green space
- Connectivity within the destination
- Diversity and quantity of restaurants
- Diversity of shopping
- Evening entertainment
- Hotel / accommodation

Competitive analysis

Geographic competition includes Coquitlam, Port Coquitlam and Burnaby. Visitor research identified that these are not competitive destinations, but communities that Port Moody is compared to as a place to live.

The competition for the day-trip visitors includes other seaside, day trip destinations:

Steveston

A “magical village” with “fairy tale charm”, Steveston is a picturesque village with historic homes, tempting eateries and unique boutiques. Bald eagles and other wildlife complement fishing boats in the busy marina.

Granville Island

An island in the middle of a city filled with fine waterfront restaurants, theatres, galleries, studios, unique shops, cafes and the most spectacular fresh food market you’ve ever seen. A destination so dynamic, no visit to the city is complete without spending at least a day here.

Stanley Park

Vancouver's first, largest, and most beloved urban park, a magnificent green oasis in the midst of the heavily built urban landscape of Vancouver. A 400-hectare natural West Coast rainforest that offers scenic views of water, mountains, sky, and majestic trees along Stanley Park's famous Seawall. The park offers a wide range of experiences for all ages and interests, including Canada's largest aquarium.

Ambleside

Located on Vancouver's spectacular North Shore. Local merchants range from bakeries and clothing boutiques to restaurants, markets and more. A few minutes from the village shops, enjoy a walk along Ambleside Beach, with panoramic views of English Bay, Vancouver, and Stanley Park.

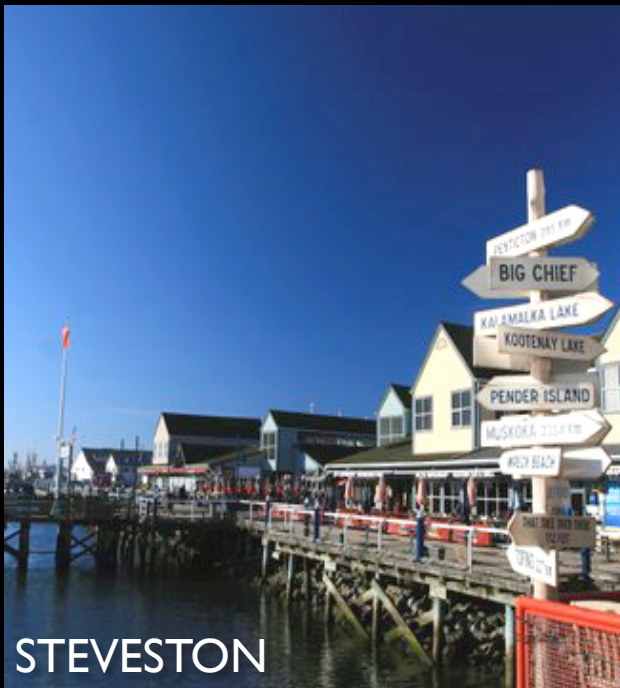
Deep Cove

A simple drive down Gallant Avenue gives way to the sheltered, calm harbour vista that is the area's signature view. You can paddle out of the cove and into Indian Arm, or simply sit on the beach and gaze.

White Rock

One of BC's gems and the highlight of any visit, few places are finer for watching a west coast sunset than White Rock's oceanfront promenade. White Rock is a dynamic seaside community that deserves at least a weekend of exploring.

Relative to these destinations, Port Moody's competitive strengths are recreation and connecting with nature. The primary weakness is food and dining.



Competitive brand positioning

A number of the tourism competitors have defined brand positions, either individually or as part of their larger community.

Town	Brand/slogan
Coquitlam	Experience. Enjoy. Explore.
Port Coquitlam	(none)
Burnaby	Burnaby is for doers
New Westminster	Made in New West
Steveston	(none)
Vancouver	Spectacular by nature
<ul style="list-style-type: none"> • Granville Island • Stanley Park 	
Vancouver's North Shore	Where nature lives
<ul style="list-style-type: none"> • Ambleside • Deep Cove 	
White Rock	A Beautiful City by the Sea

Tourism outlook

Tourism trends

In 2014, the Destination Marketing Association International released the DestinationNext report. Through consultation with 327 Destination Marketing Organizations across 36 countries and 34 subject matter experts, a total of 64 trends in destination marketing were uncovered. The majority of these trends involve the collective impact of:

- The rapid adoption of smart technology.
- Growing prominence of social media.
- As a result of the first two forces – the changing expectations and requirements of customers.

The following top 20 trends were identified as having major impacts on destination marketing:

- Social media's prominence in reaching the travel market (e.g., Facebook, Pinterest, Twitter, Instagram).
- Customers increasingly looking for a travel experience that allows them to experience a local's way of life.
- The brand of a destination becoming a more important factor in travel decisions to consumers.
- Mobile platforms and apps becoming the primary engagement platform for travellers.
- Customers increasingly seeking a personalized travel experience.
- Smart technology (e.g., phones, bag tags, and cards) creating new opportunities for innovative new services and processes.
- travellers demanding more information, control, interaction, and personalization.
- Geotargeting and localization becoming more prevalent.
- Brand identity for destinations becoming more critical in terms of meeting planner perceptions about value and experience.
- Technology enabling faster decision-making by customers, thereby, increasing business to a destination.
- Consumers becoming increasingly comfortable with ordering products online.
- Hotel taxes increasingly vulnerable to alternative politically based projects.
- Big data arriving for the tourism industry.
- Governments facing pressure to reduce or eliminate direct financial subsidies to the tourism sector.
- Short-stay trips and mini vacations becoming increasingly popular.
- More third-party information providers aggregating content about destinations.
- Peer-to-peer buyer influence driving customer purchases.
- Governments dealing with tourism from an integrated, multi-departmental perspective, focused on economic development.
- Customers increasingly going directly to suppliers for goods and services.
- Economic conditions continuing to be highly volatile, subject to global and regional shocks.

SWOT analysis

Destination strengths

- Beauty of the destination
- Family-friendly
- Large regional tourism market in the Lower Mainland.
- Iconic attractions: Rocky Point Park, Shoreline Trail, Breweries
- Nearby recreational experiences: Belcarra Regional Park and Buntzen Lake
- Local pride
- Visit friends and relatives (VFR) appeal
- Engaged stakeholders
- Popularity of sports tournaments
- Large events and festivals (RibFest, Golden Spike Days, etc.)

Destination weaknesses

- Parking
- Congestion
- No hotels
- ½ days' worth of activities
- Limited tourism marketing infrastructure
- Diversity and quantity of restaurants
- Diversity of shopping
- Current branding not relevant to tourism
- There is not one specific organization or entity championing tourism opportunities in Port Moody.

External opportunity

- Day trip visitation
- Improved wayfinding within the destination
- Areas for local development (e.g., City owned lands in Inlet Centre)
- New Skytrain stations opening

External threats

- Large number of competitors
- Increasing congestion
- Less available parking

Target audience

Currently there are no hotel or motel accommodations in Port Moody. Four hotels and a motel are located in Coquitlam, mostly in the TransCanada Highway corridor.

Within Port Moody there are a handful of local bed and breakfasts. Airbnb offers the most rooms (~75 in PM, ~225 in Tri-Cities). There are approximately 15 vacation rental properties (VRBO).

Targeting hotel development is not recommended in this strategy. It needs to happen organically as tourism demand increases.

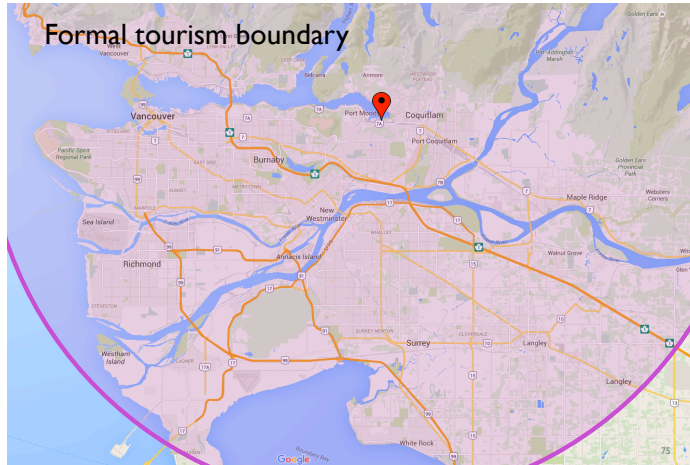
This also means there is virtually no opportunity to develop a destination marketing funding model as there is no hotel presence (typically, destination marketing funds (DMFs) cannot be supported by other sectors alone). Tourism marketing will need to be supported by the City and by the private sector.

The availability of transient accommodation is generally considered a pre-requisite for tourism development. Without adequate accommodation, visitation is limited to the following segments:

- Day trip market – those residing within 50kilometers of the destination;
- Side-trip market – tourists that are staying overnight in another destination, and travel to the area to visit a local attraction;
- VFR market – those visiting friends and relatives.

This tourism strategy focuses on the day trip and VFR market. The side-trip market will be developed over the medium term as the tourism offering in Port Moody reaches critical mass and as reputation grows.

By the usual definition of a tourist (travels >50km or stays overnight), Port Moody has a very limited number of tourists. These are primarily in the visit friends and relatives category.



Only visitors coming from outside this boundary are formally considered to be “tourists”.

Destination Canada’s 2008 Travel Activities and Motivations Survey (TAMS) reveals that none of the activities and experiences in Port Moody are strong, or even moderate, motivators for an overnight trip (all <3%).

What Port Moody has in abundance are day visitors from the Lower Mainland. This is supported by the mix of experiences, activities and retail that Port Moody offers.

The recommended definition of a visitor for Port Moody is anyone visiting Port Moody from outside the Tri-Cities:

Primary audience: young singles and parents

- Aged 25 – 40
- Living in the Lower Mainland
- Interested in family friendly and active activities.

Secondary audience: visiting friends and relatives

- Adults living in Port Moody and the Tri-Cities
- Aged 25+
- Interested in family friendly and active pursuits.

These visitors are not primarily motivated by retail shopping. While 82% of regional travellers participate in shopping activities, it only motivated 16% to take the trip (TAMS, 2008).

Goals and strategies

Critical success factors

Through the secondary research review, the following critical success factors for a tourism strategy were identified:

- Protect and preserve tourism assets.
- Engage the community.
- Regulate and manage through the Official Community Plan.
- Develop markets and brand.
- Create tourism zones.
- Direct visitors to and around the community.
- Evolve strategically based on regional and local context.
- Priority within Council's 2015 – 2018 Strategic Plan.

Tourism strategy goals

- Grow visitor spending in the City of Port Moody.
- Increase the length of stay and the number of places visited in a typical visit to Port Moody.
- Increase the number of tourism attractions and experiences.
- Increase awareness of Port Moody as the premiere day-trip destination in the Lower Mainland.

Key tourism strategies

The following set of strategies will be required to increase day-trip visitations to Port Moody:

1. Enhance the quality of tourism infrastructure and services.
2. Establish a tourism leadership role in the City of Port Moody.
3. Develop and execute a destination marketing plan.
4. Enhance the nature experience.
5. Improve wayfinding and signage.
6. Integrate existing assets into the tourism strategy.
7. Build a defined brand position for the City of Port Moody.

Achieving these goals and strategies will require both leadership and financial support from the City.

I. Enhance the quality of tourism infrastructure and services

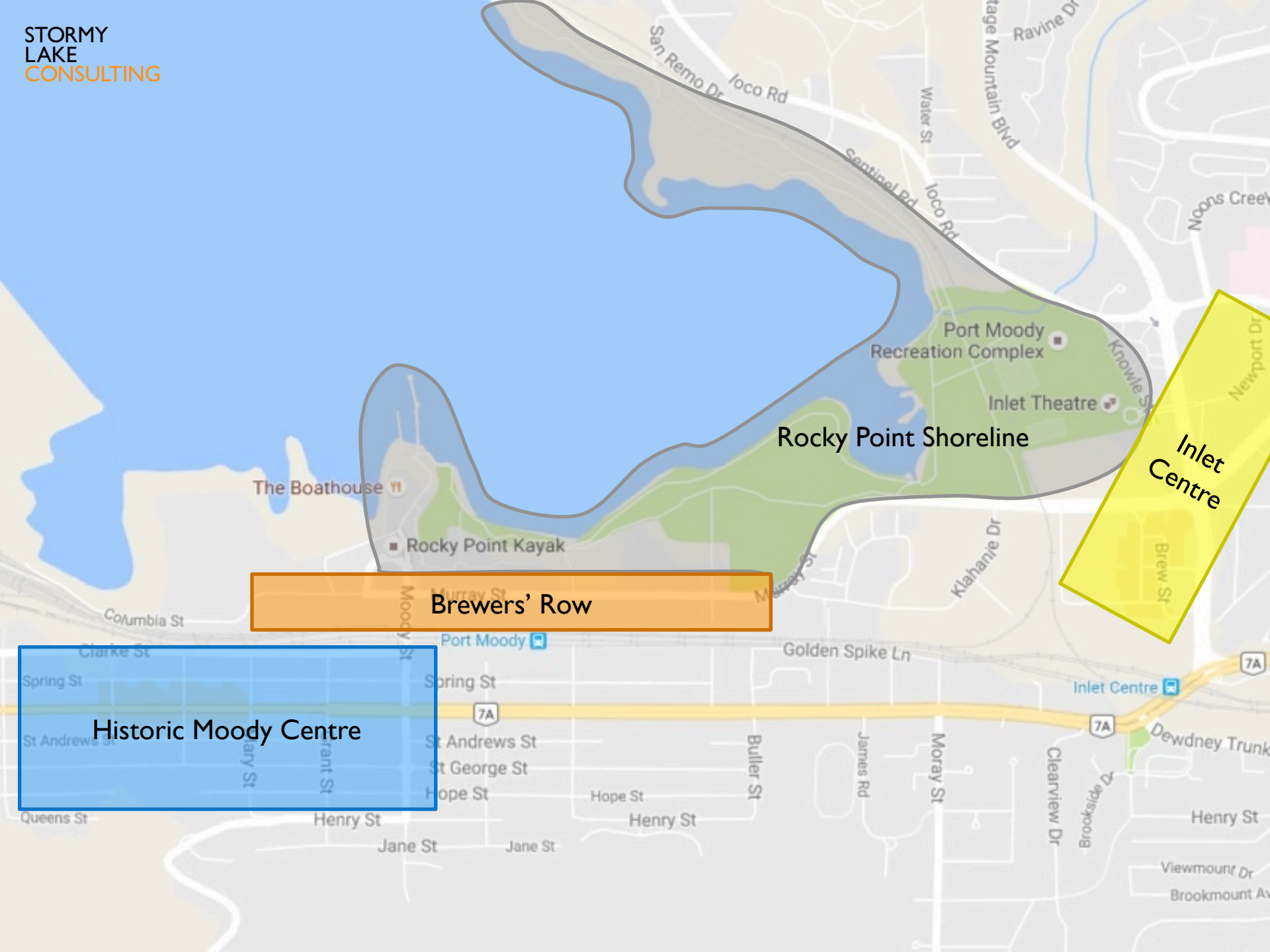
Establish tourism zones

Visitor research identified three tourism icons of the destination: Rocky Point Park, the breweries and the Shoreline Trail. These icons were supported by events and festivals in Rocky Point Park. The balance of the City was significantly less important to visitors.

A tourism zone is an area of tourism sites that are closely linked in terms of nature, history, culture or offering. A tourism zone is designed to enable longer visits through cooperation among its tourism sites, with a larger goal of enhancing the attractiveness of these sites.

Today, tourism is largely focused on Rocky Point Park and surrounding areas. Visitors lack awareness of other places to visit within Port Moody. Making Port Moody easier to understand and navigate will promote greater movement of visitors throughout the City. This will be accomplished by developing tourism destination ones :

- Rocky Point Shoreline – primary
- Brewers' Row (Murray Street) – primary
- Inlet Centre (Newport Village and Suter Brook) – secondary
- Historic Moody Centre (St. Johns and Clarke streets) – secondary



Rocky Point Shoreline

Inlet
Centre

Brewers' Row

Historic Moody Centre

Murray Street would be the primary corridor connecting Brewers' Row to Inlet Centre. As tourism development occurs, the two tourism regions would expand to be adjacent to each other.

These tourism zones would be bundled and packaged to make it more compelling for visitors to expand their visit across more areas in the City. It is recommended that we:

- Create descriptions for each;
- Develop unique content (video, photo, text) for each.

Additional tourism assets include regular recreation activities and sports tournaments and events. These complement the tourism offer, but are not a primary draw.

Build the primary tourism zones

The objectives of a tourism destination zone are to promote the expansion of tourism businesses, encourage revitalization, enhance mixed-use development, increase jobs and help create a business-friendly environment.

Each tourism destination zone within the city provides regulatory flexibility to qualified businesses. A “qualified tourism business” must make a substantial investment and create new tourism-related jobs.

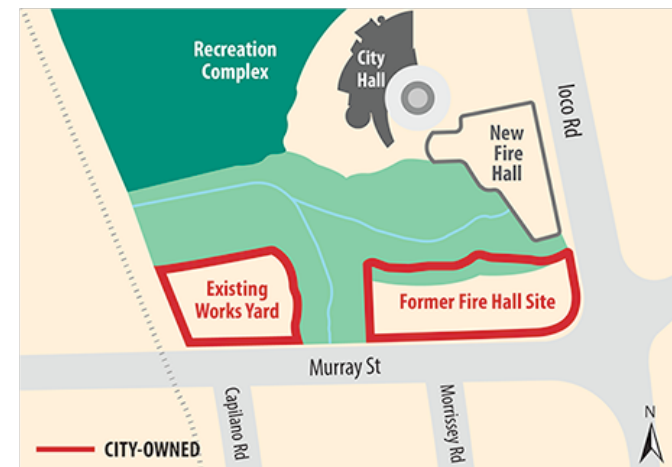
The primary implementation mechanism of the tourism destination zones is a strong city vision and plans – Official Community plan, Council's Strategic Plan, master plans and zoning.

Incentives should include street frontage improvement grants to local businesses, particularly in industrial areas.

Early stages on should focus on the Brewers' Row and Rocky Point Shoreline zones. Incentives should encourage more craft/artisan/manufacturing studios. This is defined as an occupation or trade requiring skill with the hands or as an artist.

Connection to Inlet Centre

Ensure tourism considerations are included in future development in Inlet Centre, particularly at key intersection of Ioco and Murray (the former firehall site).



Parking

Respond to the current limitation that parking places on tourism growth through a strategic parking plan that specifically considers increasing parking availability within easy walking distance to Rocky Point Park.

Fund tourism economic development

Set up a Tourism Economic Development Fund to support projects that strategically advance the growth of high-quality, competitive destinations, products and visitor experiences that are significant to Port Moody, motivate travel and align with visitor needs.

Tourism investment

Encourage and actively seek public, private and non-profit sector investment into tourism demand generators such as unique outdoor experiences and unique retail development. Through this process develop a critical mass of signature Port Moody experiences. This would include a review of planning bylaws and policies to ensure they foster tourism business development.



RECOMMENDATIONS

- 1.1 Establish four tourism destination zones: Rocky Point Shoreline, Brewers' Row, Inlet Centre and Historic Moody Centre.
- 1.2 Develop regulatory flexibility for the development of qualified tourism businesses in the tourism zones.
- 1.3 Ensure tourism considerations are included in the future development of the Inlet Centre area.
- 1.4 Develop a strategic parking plan to address parking challenges in tourism zones.
- 1.5 Set up a Tourism Economic Development Fund to support new tourism investment.
- 1.6 Actively seek public, private and non-profit sector investment into tourism products and experiences.

2. Establish a tourism leadership role in the City

Content marketing manager

A content marketing manager would be an invaluable resource to execute the Destination Marketing Plan outlined on page 26.

The role of a content marketing manager would be to:

- Develop, manage and execute City of Port Moody's content marketing strategy and processes
- Develop a functional year-round content calendar that proactively identifies all content requirements
- Ensure all content is on-brand, consistent in terms of style, quality and tone of voice, and optimized for search and user experience for all channels
- Identify best-fit channels and platforms to distribute content and maximize the targeted reach
- Form and foster partnerships with content distribution partners
- Measure content effectiveness and make recommendations on results
- Manage assigned project budgets and revenues to ensure project objectives are achieved within allocated budget

Tourism leader

Robust implementation of the tourism strategy will require a tourism leader at the City of Port Moody. This role will have strong linkage to economic development and could be a 2shared position. The role of a tourism leader would be to:

- Produce tourism strategies and economic impact studies for implementation.
- Develop and coordinate marketing campaigns.
- Build stakeholder alignment with the City.
- Identify and apply for funding opportunities.
- Support the local tourism industry by providing promotional opportunities.
- Develop training courses to encourage networking and economic growth in the tourism industry.
- Undertake market research with members of the public and visitors to particular attractions.
- Actively inform, educate and engage municipal politicians and staff on the benefits and impact of tourism on overall community and economic health.
- Increase the number of tourism ambassadors by inspiring a pride of place and increasing knowledge of the tourism offer among decision-makers and key influencers.
- Encourage non-tourism stakeholders to use tourism as a core marketing message.

While not required for the first steps of the tourism strategy, this is an early priority.

RECOMMENDATIONS

- 2.1 Hire/staff a content marketing manager position.
- 2.2 Hire a new tourism leader in a shared position with economic development.

3. Develop and execute a destination marketing plan

A Destination Marketing Plan is the guiding document to develop and implement visitor-oriented marketing messages. This plan should shift tourism marketing tactics from generic destination messaging to market-specific messaging, images, mediums and tactics. The plan will support this shift as a rolling three-year tourism marketing strategy.

The goal of the destination marketing plan will be to;

1. Increase overall awareness of Port Moody as a day trip destination.
2. Increase awareness of things to do in Port Moody.

The foundation of the marketing and communications plan is an online strategy. In Canada, Google identified that consumers use online marketing to find smaller tourism operators in a few different ways:

- 39% to gain awareness of the operator
- 44% to increase desire and generate interest
- 17% to close the deal

(Source: Think with Google, 2015)

The marketing and communications building blocks are:

Content

Content – stories, pictures and videos – is the currency of online marketing. Update and maintain dedicated, comprehensive tourism content.

- Create a library of rights-managed still and video images.
- Scour social media for images and approach individuals for permission to share.
- Secure rights to use content developed by partners within the destination and beyond (e.g. Destination BC).

Port Moody website

Elevate the presence of tourism on the Port Moody website by creating a central resource page for all tourism-relevant information.

This will ensure that any time somebody searches Port Moody, or things to do in Port Moody, they find this web page and bring to life all the many things to do in Port Moody. Search “Breweries in Port Moody” or “Activities in Port Moody” and the relevant information will be found with links to the tourism businesses.

The second benefit of building this resource page is that it will also generate very easy social content, such as writing a post about the five things to do in Port Moody this weekend.

As many visitors use mobile devices to conduct tourism research as those who use computers. The proportion of mobile users is even higher in the target audience. This makes mobile-friendly content essential.

Social media marketing

Improving awareness should focus on social media marketing campaigns, specifically Instagram and Facebook. Social media postings would be built based on the content generated for the web site. The first two social media channels to use are Instagram and Facebook.

Instagram has very high engagement and is popular with younger visitors. It allows Port Moody to tell short visual stories about the activities and events in the destination. It is important to use hash tags well with each post, including

#portmoody

#portmoodybc

#portmoodydaytrip

##(whatever activity)

Facebook is the most powerful social media and social networking site out there. It allows Port Moody to find potential visitors who share similar interests and highlight those activities in Port Moody. This could be kayaking, trail running, craft beer drinking or eating ribs.

Once content has been created, each of these social channels should post once per day, or at least 3 – 4 times per week.

Co-operative marketing

By building a consortium of seaside communities, Port Moody may qualify for a Destination BC Co-operative Marketing Partnerships Program. Co-op funding is intended to support new or expanded research-based marketing

activities in short-haul markets (BC, Alberta and Washington). Co-op funding facilitates a range of integrated marketing activities that work to increase tourism revenues. This includes online marketing, paid advertising, print/online collateral, branding, content development, marketing research and consumer shows. Up to 15% of the co-op funds may be used towards the coordination of the approved marketing tactics.

Community Consortiums are eligible to apply for up to a 50% contribution from Destination BC for the combined total of Consortium dollars for amounts of a minimum \$20,000 to a potential maximum of \$250,000 per year, based on available funds and program uptake.

Local partnerships

Port Moody should take advantage of the shared marketing opportunities with all BC partners including local municipalities and other similar seaside communities. Text, visual and audio-visual content should be provided and joint marketing initiatives executed as appropriate to the strategy.

Tri-Cities joint marketing opportunities may include sports marketing, corporate events, regional festivals and non-profit organizations.

BC Ale Trail

The BC Ale Trail is an example of effective cooperative marketing with a sector-specific (craft beer) focus. The Port Moody content developed should be remarketed through the website and social media channels.

Media relations

Use media relations to support positioning of Port Moody as top of mind day trip destination in the Lower Mainland. Create and share stories to major media outlets. Build a long-weekend strategy and target media outlets with stories of what to do in Port Moody on the long weekend two weeks in advance. This would include May, Canada Day, August, Labour Day and Thanksgiving long weekends.

Marketing to hosts

Increase understanding of year round and seasonal residents who act as hosts, as well as front-line tourism staff throughout Port Moody to develop a broader destination sell. Hosts should be identified through a Facebook campaign and create a network of people to whom Port Moody is constantly promoting things to do.

Sharing economy

Leverage the growing sharing economy to reach visitors to the region (e.g., Airbnb and VRBO). Reach out to hosts and share the link to the Port Moody tourism page and get them to distribute to their guests.

Airbnb is moving beyond its core home-sharing service to include personalized recommendations and tours by hosts delivered through a stand-alone app. It will be important to closely observe the growth of this and other similar apps and invest in providing relevant content.

RECOMMENDATIONS

- 3.1 Create and manage a content library of stories, pictures and videos.
- 3.2 Create a central resource page for all tourism-relevant information on the Port Moody website.
- 3.3 Design and implement social media marketing campaigns on Instagram and Facebook.
- 3.4 Build a consortium of seaside communities and apply for co-operative marketing funding from Destination BC.
- 3.5 Identify and leverage joint marketing opportunities with the tri-cities, focusing on sports marketing, corporate events and regional festivals.
- 3.6 Remarket the BC Ale Trail content.
- 3.7 Use media relations to promote day-trips to Port Moody around the long weekends from May to Thanksgiving.
- 3.8 Increase understanding of “things to do” among locals and hosts through a Facebook campaign.
- 3.9 Use content marketing to support Airbnb and VRBO hosts and reach their guests.

4. Enhance the natural experience

The nature experience and corresponding beauty is highly valued by visitors and residents alike. The nature experience in Port Moody starts at Rocky Point Park continues along the Shoreline Trail and extends to Sasamat Lake and Belcarra Regional Park. For many visitors, Buntzen Lake is also considered part of visiting Port Moody.

Ensuring the continued protection of the natural areas and facilitating access is a priority for the tourism strategy.

Interpretive signage

Currently, some interpretive signage exists, but it should be enhanced.

High-quality, effective interpretive signage can guide a visitor along a walking trail, pointing out hidden treasures in the flora and fauna. It can bring a historic landmark or natural wonder to life and allow a visitor to take home more than a picture and a memory, but a deeper appreciation of our province. It can also generate word-of-mouth advertising and repeat visitation, which can add up to increased tourism business.

There is a big difference between informational signage and interpretive signage. Informational signage delivers pure facts, such as names, dates, and figures. On its own, information is not very memorable for visitors. Interpretive signage turns that information into a theme or experience that captures visitors' interests, and makes them feel as if they are part of the story and allows them to understand the significance of the site.

Well-produced interpretive panels:

- generate community pride and encourage local involvement in your own experiences
- create awareness of your community's diverse natural, historical, and cultural resources
- offer a new experience to visitors that can result in increased visitation to your community
- encourage visitors to stay longer and spend
- educate visitors
- alert visitors to safety issues
- provide a permanent source of information that is available all day, year round

Align stakeholders

Nature and recreational groups should be gathered together to consider and recommend enhancing the visitor's nature experience in Port Moody. This group would include, but not be limited to,

- City of Port Moody Environmental Protection Committee
- Burrard Inlet Marine Enhancement Society
- Reed Point Marine Education Centre
- Port Moody Ecological Society
- Burke Mountain Naturalists
- Tri-Cities Off-Road Cycling Association
- Rocky Point Sailing Association
- Etc.

Enhancing the nature experience would include identifying opportunities for curated experiences (e.g., wildlife tours) and new recreational opportunities available to visitors.

Cycling trail

A number of visitors reported that cycling to the lakes and parks in the area is a popular activity. However, narrow shoulders limit the cycling to advanced cyclists. Building a safe cycling trail from Rocky Point Park to Sasamat Lake, and providing supporting wayfinding, will create a new primary visitor attraction in Port Moody.

RECOMMENDATIONS

- 4.1 Install high quality, effective interpretive signage across the Rocky Point Shoreline tourism zone.
- 4.2 Gather nature and recreation stakeholder groups to consider how to enhance the visitor's nature experience.
- 4.3 Build a safe cycling trail from Rocky Point Park to Sasamat Lake.

5. Improve wayfinding

Helping a visitor find their way is an important part of their experience and extends their visit in Port Moody.

A unique and functional wayfinding system should market Port Moody's tourism assets, present a friendly image and promote the sense of discovery that is one of the foundations of the Port Moody experience.

A primary role for wayfinding will be to help visitors move around and between the four tourism destination zones.

A successful wayfinding program consists of

- Consistent messaging – international symbols (Ministry of Transportation and Infrastructure designated)
- Only key attractions and destinations should be accommodated
- Wayfinding is meant to provide direction not advertisement for business
- Gateway signage in major corridors in conjunction with wayfinding

Wayfinding helps ensure that visitors do not experience the stressful occurrence of getting lost, but can also support exploration where there is not specific route to navigate and to guide and influence the visitors route for commercial reasons.

Wayfinding can be signage, a tulip path, public art or a graphic painted on the street. It is equally important that wayfinding be thoughtfully planned in the digital world as in the physical landscape.

The existing wayfinding plan should be used as a foundation to develop the new and enhanced wayfinding elements.

Skytrain

Wayfinding from the two new Skytrain stations should include directions to the tourism destination zones, as well as to the iconic Port Moody destinations.

RECOMMENDATIONS

5.1 Hire a wayfinding specialist to develop a wayfinding plan within and between the tourism destination zones. Use the existing wayfinding plan as the foundation.

6. Integrate existing assets into the tourism strategy

There are a number of areas in Port Moody that currently are not part of the visitor experience, but can be enhanced to play a supporting (but not primary) role.

Festivals

Festivals are a successful attractions for day trip visitors today, although visitors generally do not explore far beyond the festival during that trip. In addition to ensuring the continued success of the current festivals, one or two additional festivals later in the summer/fall would benefit the destination. The wayfinding recommendations (Strategy 5) will help festival visitors explore further.

Sports and recreation

Encourage existing sports and recreation visitors to spend more time exploring the destination. This would include:

- Identifying and promoting outdoor recreational opportunities through the tourism website and content strategies.
- Promoting Port Moody things to do to groups and teams coming to Port Moody for sports events.

Arts and culture

The cultural and creative experiences that are available in Port Moody will positively affect visitor's experience and help to create a perception of Port Moody as a destination for cultural and other attractions, as the epicenter of quality living, and as a great place to live, work and play in perfect balance.

Heritage assets

Heritage assets, like the Port Moody Station Museum, are important attractions in the destination, but are not iconic draws for visitors.

Arts, cultural and heritage attractions and events should have a strong presence in the content marketing strategy for the destination.

Events

The Meetings, Incentives, Conferences and Exhibitions Industry is an excellent audience for Port Moody's tourism audience. The development of one-day itineraries for visitors can be developed and distributed in advance to:

- sports events participants in Port Moody
- meetings and conference participants in Burnaby and the Tri-Cities. Developing a relationship with Simon Fraser University may be a particularly fruitful relationship

RECOMMENDATIONS

6.1 Integrate arts, cultural and heritage activities and attractions into the content strategy.

6.2 Build and distribute one-day itineraries for conference and events attendees to explore Port Moody.

6.3 Identify and promote outdoor recreational opportunities through the tourism website and content strategies.

7. Build a defined brand position for the City of Port Moody

There are three levels of brand positioning to consider:

- Tri-Cities
- Vancouver
- British Columbia

Today, Port Moody has little presence as a distinct destination within the Lower Mainland and in many cases Port Moody attractions are positioned as a part of Coquitlam. It is important that Port Moody develops a distinct position and be identified as a destination in its own right. This will be accomplished through the development of a coherent story of the destination that is provided to all marketing partners.

Port Moody branding

Visitor research revealed that “City of the Arts” has no relevance to visitors and, as a result, Port Moody has an unclear tourism brand/reputation.

A defined brand position would provide the strategic platform for the development of tourism marketing materials and online campaigns.

A brand strategy should clearly identify the brand attributes (how the destination should be described), the brand promise (what it promises to offer visitors) and the brand essence or personality (how the destination behaves).

The development of a tagline is not necessary and the need should be determined through the process of building a strategic brand platform.

The process should include robust stakeholder and local citizen engagement. Additional visitor engagement may be appropriate as an in-depth exploration of brand perceptions were not covered in the tourism strategy research.

The brand would uniquely position Port Moody among its municipal neighbours and among the other seaside communities in the Vancouver area.

This is a recommendation to review the City of Port Moody tourism brand positioning, but not the City’s corporate identity.

RECOMMENDATION

7.1 Conduct stakeholder and local citizen engagement and develop a distinct brand position for the City of Port Moody as a tourism destination.

Action plan

Enhance the quality of tourism infrastructure and services	Timing	Budget	Success criteria
1.1 Establish four tourism destination zones: Rocky Point Shoreline, Brewers' Row, Inlet Centre and Historic Moody Centre.	Short	Low	Four zones established.
1.2 Develop regulatory flexibility for the development of qualified tourism businesses in the tourism zones.	Medium	Low	5 new qualified tourism businesses open by 2020.
1.3 Ensure tourism considerations are included in the future development of the Inlet Centre, including the former firehall site.	Short	Low	Development of Firehall lands with tourism component.
1.4 Develop a strategic parking plan to address parking challenges in tourism zones.	Medium	Low	100 new parking spaces.
1.5 Set up a Tourism Economic Development Fund to support new tourism investment.	Long	Medium	\$500,000 invested in tourism infrastructure.
1.6 Actively seek public, private and non-profit sector investment into tourism products and experiences.	Medium	Low	2 new tourism experiences launched.
Establish a tourism leadership role in the City	Timing	Budget	Success criteria
2.1 Hire/staff a content marketing manager position.	Short	Medium	Content strategy executed.
2.2 Hire a new tourism leader in a shared position with economic development activities.	Medium	Medium	Destination Marketing Plan developed and executed.

Action plan

Develop and execute a destination marketing plan	Timing	Budget	Success criteria
3.1 Create and manage a content library of stories, pictures and videos.	Short	Low	Library of 200 images, stories and videos.
3.2 Create a central resource page for all tourism-relevant information on the Port Moody website.	Short	Low	New web page developed.
3.3 Design and implement social media marketing campaigns on Instagram and Facebook.	Medium	Low	Sustained social media postings maintained.
3.4 Build a consortium of seaside communities and apply for co-operative marketing funding from Destination BC.	Medium	Medium	1 co-op funding initiative executed.
3.5 Identify and leverage joint marketing opportunities with the Tri-Cities, focusing on sports marketing, corporate events and regional festivals.	Long	Medium	2 joint initiatives executed.
3.6 Remarket the BC Ale Trail content.	Short	Low	Number of views of video doubles.
3.7 Use media relations to promote day-trips to Port Moody around the long weekends from May to Thanksgiving.	Medium	Low	Visitations on long weekends increases.
3.8 Increase understanding of “things to do” among locals and hosts through a social media campaign.	Long	Medium	Local awareness of tourism activities increases.
3.9 Use content marketing to support Airbnb and VRBO hosts and reach their guests.	Long	Low	50% of hosts link to PM tourism web page.

Action plan

Enhance the nature experience	Timing	Budget	Success criteria
4.1 Install high quality, effective interpretive signage across the Rocky Point Shoreline tourism zone.	Medium	Medium	Signage installed.
4.2 Gather nature and recreation stakeholder groups to consider how to enhance the visitor's nature experience.	Medium	Low	One new nature experience launched.
4.3 Build a safe cycling trail from Rocky Point Park to Sasamat Lake.	Long	High	Trail installed.

Improve wayfinding	Timing	Budget	Success criteria
5.1 Hire a wayfinding specialist to develop a wayfinding plan within and between the tourism destination zones.	Medium	Medium	Wayfinding plan complete. Funding identified for implementation.

Action plan

Integrate existing assets into the tourism strategy	Timing	Budget	Success criteria
6.1 Integrate arts, cultural and heritage activities and attractions into the content strategy.	Short	Low	New content linked through tourism web page.
6.2 Build and distribute one-day itineraries for conference and events attendees to explore Port Moody.	Long	Low	Ten conferences distributed materials.
6.3 Identify and promote outdoor recreational opportunities through the tourism website and content strategies.	Medium	Low	New content identified and distributed.

Build a defined brand position for the City of Port Moody	Timing	Budget	Success criteria
7.1 Conduct stakeholder and local citizen engagement and develop a distinct brand position for the City of Port Moody as a tourism destination.	Short	Medium	Branding recommendation approved by City Council and implemented.

Appendix: tourism inventory

The following tourism inventory was developed as part of the Tourism Strategic Plan 2015.

DISTINCT NEIGHBOURHOODS

Westport
Spring Street Promenade
Heritage Commercial District
Murray Street Boulevard
Oceanfront District
Moody Centre
Inlet Centre (Newport, Suter Brook, Klahanie)

CULINARY DELIGHTS

Potential Dine-Out Port Moody*
Eat Your Heart Out Fundraiser
Rocky Point Ice Cream/For Dogs
Independent Coffee/Tea Shops
Boathouse in the Park
Rib Fest
Craft Breweries
Food Carts and Food Cart Fest*
Farmers Market
Pajo's Fish and Chips
Three Dog Bakery

ARTS AND CULTURE

Fireworks and Community Picnic
Gallery Openings and Exhibits
Easter Egg Hunt
Festival of the Arts
Canadian Film Festival
Kaboom! Arts Explosion
Community Parade
Theatre Under the Stars
Rock and Gem Show
Arts Centre
Youth Festival
Public Art Tour
Lantern Festival
Street Banner Painting
Art in the Garden
Wearable Art Awards
Summer Sunday Concert Series
Suter Brook Friday Concerts
Newport Summer Festival
PoMo Film Society Screenings

RECREATION

Mountain Bike Trails
Adventure/Fitness Races
Bike Trials Park
Hiking Trails
Tennis Courts
Terry Fox Run
Sports Tournaments
Bert Flinn Park
Kids Water Park
SkooterFest/Skate Park
Water Sports (kayak, sailing, paddleboards)
Potential Port Moody Crunch*
Outdoor Fitness Classes
Westhill and RPP Outdoor Pools
Bicycle Rental
St. Paddy's Day Run
Sports Memorabilia Display
Westhill Lacross Box
Soccer Fields
Off-Leash Dog Areas

HERITAGE AND HISTORY

Railroad Museum
Ioco Ghost Town Days
Moody Centre Walking Tour
Morrisey Plane Crash Site*
Aboriginal History/Takaya*
Colonel Moody
Golden Spike Days
Stone Marker Program
Old Mill Site
Potential Industrial Museum*
Venosta Radio Show
"Olde Town"

NATURAL ENVIRONMENT

Rocky Point Pier and Waterfront
Fingerling Festival
Burrard Inlet Fish Festival
Reed Point Marina Education Centre
Community Gardens
Noons Creek Hatchery
Mossom Creek Hatchery
Belcarra Regional Park
Shoreline Trail
Sasamat/Buntzen Lakes
Crossroads Labyrinth
Bert Flinn Park
Old Orchard Park
Bird Watching
Trans-Canada Trail

OTHER

East to West Trolley/Walk*
Shop Local/Shop the Hood
Port Moody Postcards
Photographic Appeal
Newport/Suter Brook/Klahanie
Queen Street Plaza
Gallery Bistro
Geo-Caching/PoMo Caching*
Golden Spike Awards
MS Walk at RPP
Wedding Destination
Christmas/CP Holiday Train
Penguin Plunge

Thank you