

WHITE ROCK

Our City by the Sea!

Tourism Strategy & Implementation Plan
2016 - 2020

October, 2015

ACKNOWLEDGEMENTS

The City of White Rock would like to thank the following for their dedication and support in the creation of the Tourism Strategy and Implementation Plan:

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Photo Credit: Derek Hayes

EXECUTIVE SUMMARY

The City of White Rock's Tourism Strategy and Implementation Plan 2016-2020 (Tourism Strategy) outlines a vision, goals and actions in support of a vibrant tourism industry that contributes to the overall economic sustainability of the community. The tourism industry plays a significant role in the community by enhancing the prosperity of the local business economy, and by raising public awareness that White Rock is an attractive place to live, work, play and visit. Visitor spending contributes greatly towards the financial success of accommodation, retail, commercial, food and beverage, attractions and the entertainment sector of the local economy.

The development of the Tourism Strategy and Implementation Plan has been carefully grounded in two realities – in the reality of the city of White Rock community and the tourism aspirations of its residents and business owners, and in the reality of the domestic and international tourism marketplace. Targeting the intersection of these two realities ensures the Tourism Strategy and Implementation Plan is both market-driven and community supported.

EXECUTIVE SUMMARY

An extensive review of relevant best practices and market research available through Destination BC was conducted to understand the tourism opportunity and highest potential target markets for White Rock. Community tourism aspirations and values were incorporated through the deliberations of the White Rock Tourism Task Force (Task Force) as well as a series of Tourism Stakeholder Workshops that were held. An on-line Tourist Business Stakeholder Survey made available on the City of White Rock's 'TalkWhiteRock' on-line platform provided further input. A guiding vision statement and values for tourism in White Rock have been adopted along with five strategic goals and corresponding actions to provide both focus and ongoing accountability.

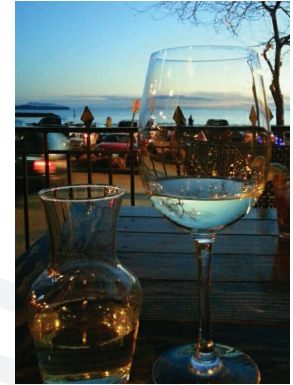
The development of these strategic goals and corresponding actions was also supported by a review of the current inventory of visitor experiences in White Rock, 'gaps' in these experiences that if filled, would encourage more and longer visitation, and by a review of White Rock's tourism strengths, weaknesses, opportunities and threats.

Clear identification of those organizations responsible for leading plan implementation within an overarching governance structure and of sustainable funding sources is considered essential for measurable results are to be achieved. The Tourism Strategy provides funding and governance recommendations for the delivery of tourism services including destination marketing and visitor information. These recommendations have been customized to White Rock's unique situation but were supported by a range of case studies and transferable lessons from other successful tourism destinations.



WHITE ROCK'S TOURISM VISION

“To thrive as a welcoming destination, delivering year round memorable experiences, building community and contributing to the economic sustainability of White Rock.”



WHITE ROCK'S TOURISM VALUES:

As the vision for tourism in White Rock is pursued, the following values will guide decision-making and implementation – tourism in White Rock will be:

- Authentic – unique and true to White Rock
- Sustainable – economically (financially); socially and environmentally
- Respectful - of the community and all that makes it distinct and special
- Inclusive
- Diverse
- Accountable
- Welcoming – safe, friendly and fun

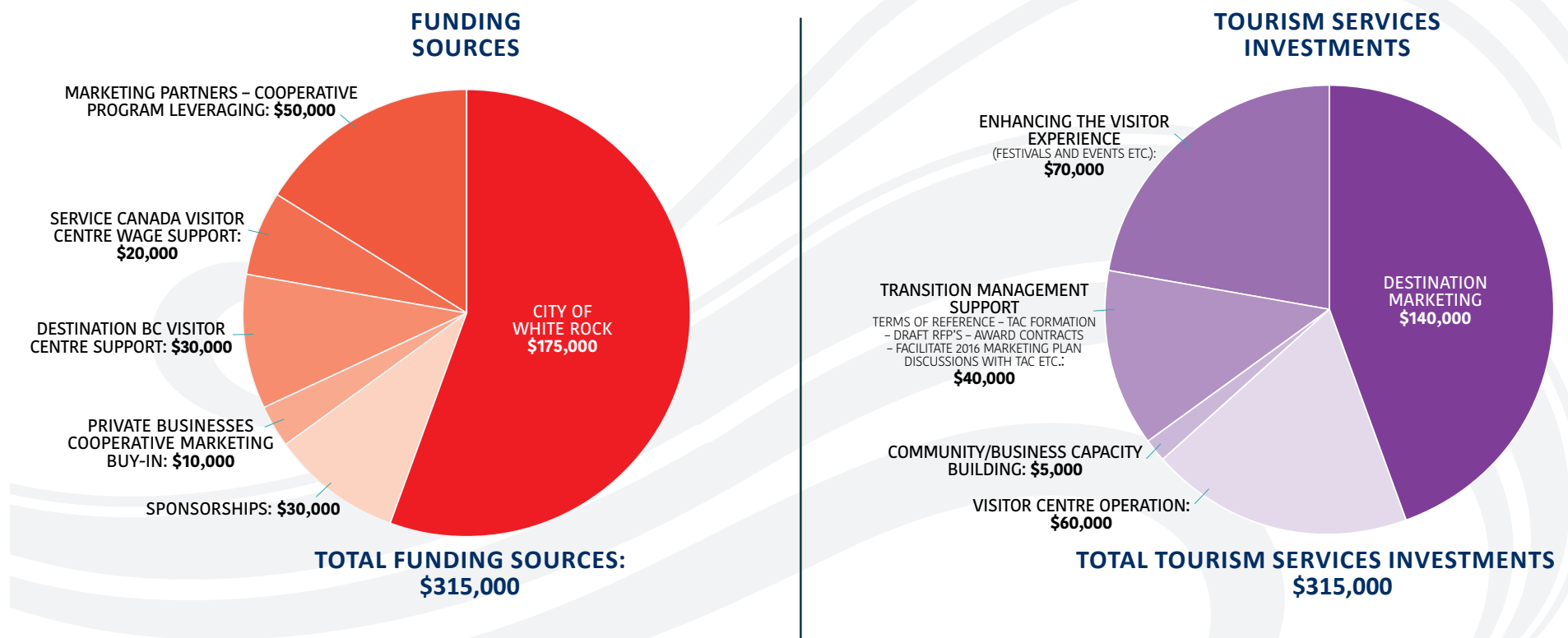
WHITE ROCK'S TOURISM GOALS:

1. Enhance the visitor experience in all seasons (parking, transportation, accommodation options, public spaces, downtown revitalization, festivals/events, arts/culture etc.)
2. Grow year round day and overnight visitation to White Rock (more visitors year round; higher occupancy levels; longer lengths of stay)
3. Increase visitor spending in White Rock businesses (increased yield/visitor)
4. Build community engagement and local capacity/expertise to host visitors
5. Secure sustainable, long-term funding to support tourism marketing and promotion

WHITE ROCK'S TOURISM SERVICE DELIVERY MODEL

- Funding and Governance:

The City of White Rock will lead tourism services delivery in support of these tourism goals and corresponding actions. The plan recommends that a new Tourism Advisory Committee (TAC) be established that is comprised of key stakeholders and tourism operators to support the City's leadership. The TAC will recommend an annual tourism marketing and promotional plan for adoption and funding by the City and will provide input to the selection of contractors who will be responsible for destination marketing initiatives and operation of the White Rock Visitor Centre. Discussions will continue with the White Rock Business Improvement Association and the South Surrey White Rock Chamber of Commerce to secure their participation and financial support for this governance model recognizing that one larger 'pool' of destination marketing funds, managed collectively through the TAC will deliver a stronger return on investment for all White Rock tourism businesses. The City's tourism funding will also be supplemented by contributions from individual businesses, each of whom will be able to select from a variety of marketing initiatives and 'buy-in' cooperatively to programs where they will see benefit.



THE STRATEGIC PLANNING PROCESS

The Tourism Strategy planning process began with a review of contextual reports and policy documents including the White Rock Official Community Plan, the Economic Development Strategy and the Cultural Strategy. The Task Force met on numerous occasions and systematically moved through a process of defining a tourism vision and tourism values and identifying specific goals to be achieved. The actions corresponding to these goals were in turn developed following a review of market research identifying highest opportunity target markets, White Rock's current market positioning, current inventory of visitor experiences (and 'gaps' therein) and tourism strengths, weaknesses, opportunities and threats.

The proposed vision, values and goal statements for tourism in White Rock were shared with a wider group of tourism stakeholders. This group of stakeholders gathered on two separate occasions to review progress and contribute their thoughts to tourism actions and priorities. As well, a series of one-on-one interviews were conducted with key organizations including Tourism White Rock, the White Rock BIA, the South Surrey White Rock Chamber of Commerce, Tourism Surrey, City of White Rock staff members responsible for Planning, Engineering and Recreation and Culture.



The Task Force also deliberated the most effective funding and governance model for tourism services delivery. These discussions were informed by case studies from four other tourism service providing jurisdictions. The governance model in each case study differed and while all four were considered successful in their particular destination, the study of transferable lessons led to the development of a hybrid model and customized recommendations for the structuring and funding of tourism service delivery in White Rock that is felt to provide optimal efficiency, effectiveness and return on tourism dollars invested.

THE TOURISM OPPORTUNITY IN WHITE ROCK

A review of relevant market research for White Rock indicates:

- The tourism industry represents an important economic opportunity for White Rock – one which will see growth in the long-term but may still be subject to short-term volatility
- To manage the risk associated with this short-term volatility, White Rock would be wise to target a portfolio of markets rather than rely on a single source of traveller
- BC residents themselves represent an important source of visitation – given White Rock’s proximity to Lower Mainland population density, visitors from neighbouring communities are a high opportunity market
- Other Canadians (Alberta, Ontario) have been a steady source of visitation to BC and White Rock may be able to position itself as a ‘must do’ within a vacation itinerary particularly given its location relative to the airport, Vancouver Island ferries and downtown Vancouver
- BC Residents and Other Canadians rank beach activities in their top 5 when visiting the Vancouver, Coast & Mountains region
- American travellers are returning to Canada and benefiting from the value of the US dollar – drive markets from Washington, Oregon and California may consider White Rock as a ‘getaway’ destination or as a stopover in a longer itinerary in Western Canada
- Europeans continue to tour Western Canada and once again White Rock has the potential to be positioned as an important inclusion in their longer itinerary
- China and India are considered growth markets by both Destination Canada and Destination BC and while promotions in these markets are likely too expensive, White Rock can be positioned as an ideal destination for visiting friends and relatives in local media channels
- Research by travel activity appears to indicate that there would be benefit from showcasing White Rock’s heritage such as the Pier, from profiling its culinary offerings and from investing in cultural festivals and event
- Aboriginal cultural experiences are in growing demand and authentic cultural experiences shared by the Semiahmoo First Nation would greatly compliment White Rock’s existing experiences
- Outdoor adventure in White Rock can be positioned for those seeking soft adventure – walking the promenade and beaches, kayaking, paddle boarding, boat tours, bird watching, photography etc.

Further market research details are provided in Appendix A.

WHITE ROCK VISITOR EXPERIENCES AND GAPS



Photo Credit: David Dreves

In order to identify strategic goals and corresponding actions that will move White Rock towards our tourism vision: “To thrive as a welcoming destination, delivering year round memorable experiences, building community and contributing to the economic sustainability of White Rock” an understanding of current visitor experiences and ‘gaps’ in White Rock’s experiential offering is needed.

White Rock’s expansive East and West beaches, promenade and historic pier together with the stunning ocean and mountain views, sunrises, sunsets and crescent shaped tidal pools are defining experiences that are unique to White Rock in the Lower Mainland region. There is a funky, beach town vibe to Marine Drive shops and restaurants that emotionally and psychologically transport the visitor much farther away from the Lower Mainland and its urban setting than the actual physical distance. These are iconic experiences identified and leveraged in the Tourism Strategy.



However, White Rock is more than its scenic beachfront. An inventory of visitor experiences is attached in Appendix B. A review of these listings along with the 2014-2015 White Rock Visitor Guide indicates that White Rock has a wealth of dining and shopping opportunities for visitors. These experiences are found in distinct neighbourhoods (East Beach, West Beach, Five Corners, Uptown). The visitor’s challenge lies in the fact that these neighbourhoods are not easily connected on foot. The current imperative to travel from one area to another by vehicle compounded by parking challenges in peak season at the waterfront, serve to limit visitor interest in staying longer, exploring other areas of White Rock and increasing their average stay and spend. Innovative ways to link these neighbourhoods (free shuttle bus, funicular etc.), improve the parking capacity and wayfinding experience are important action items.



There are a number of festivals and events held over the course of each year. Several of these events already serve to drive visitation to White Rock and a critical mass and scale of events focused on cuisine, art, culture and heritage offers another potential point of difference in the Lower Mainland market. Further investment in these events to create a suite of ‘signature festivals and events’ themed on cuisine, arts, culture, heritage is also considered a priority action item.

Significant ‘gaps’ in visitor experiences include the limited number of accommodation options within White Rock. With only one hotel and several B&B’s, most visitors to White Rock stay for the day only. As well, additional tours and attractions for visitors on and off the water are needed. On the water many travellers do not have the confidence, skills or equipment to be self-guided. On land, beyond spending the day enjoying the beach, pier and promenade, dining and enjoying White Rock’s ambiance, there are very few attractions available to encourage longer lengths of stay.

SUMMARY TOURISM STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT)



STRENGTHS

Characteristics that give White Rock an advantage

- Scenic beauty (beach, ocean, sunsets, mountains)
- Beach with signature crescent shaped tidal pools
- Climate (relatively more sunshine than Lower Mainland)
- Birdlife/sea life populations
- Historic Pier
- Promenade
- Funky beach town vibe along the waterfront
- Small town friendly yet sophisticated and urban
- Unique architecture
- Several distinct and unique neighbourhoods add diversity to visitor experience (uptown/five corners, east beach, west beach)
- Cultural diversity including restaurant choices, multicultural festivals, traditional territory of the Semiahmoo First Nation
- Heritage (Historic train station, White Rock Museum & Archives, Five Corners District etc.)
- Restaurants– mix, quality and quantity
- Community parks and facilities (Community Centre, Centennial Arena, Centennial Park, Totem Plaza, Playhouse)
- Proximity to large population base in Lower Mainland/Fraser Valley and Seattle
- Year round calendar of festivals and events
- Leadership and willingness to collaborate from local government, Tourism White Rock, White Rock South Surrey Chamber of Commerce and the White Rock BIA
- Cooperative partnerships in place with Tourism Surrey, Tourism Delta
- White Rock Cultural Strategy in place and being implemented
- White Rock Economic Development Strategy recognizes the importance of tourism

SUMMARY TOURISM STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT)



WEAKNESSES

Characteristics that place White Rock at a disadvantage

- Limited investment in destination marketing has resulted in relatively low market awareness of reasons to visit and stay in White Rock on a year round basis
- Perception in the Lower Mainland markets that White Rock is too far away – difficult to access
- Perception that White Rock is too busy in the summer; no parking
- Nodes of visitor experience (oceanfront; five corners; uptown etc.) are not well-connected for easy movement
- Limited signage to assist wayfinding
- Limited parking and pay parking at waterfront is perceived as a deterrent to some visitors
- Aesthetics in some areas are run-down i.e. waterfront site furniture and lighting
- Limited number of accommodation options necessitates day-visits for most so significant potential spending by overnight guests is foregone
- Limited number of guided experiences on the water permitting visitors to experience water-based activities
- Limited number of attractions, tours, land-based experiences and things to do in White Rock to justify longer lengths of stay particularly in the shoulder, off-peak season



Photo Credit: Derek Hayes



OPPORTUNITIES

TRENDS IN THE MARKET/EXTERNAL ENVIRONMENT THAT WHITE ROCK CAN EXPLOIT TO ACHIEVE GOALS / VISION

- Growing interest in authentic Aboriginal cultural experiences can be addressed in partnership with Semiahmoo First Nation
- Neighbouring Surrey has organized and funded destination marketing services infrastructure/staffing in place for potential partnerships
- Destination BC brand refresh includes sophisticated cities on the edge of the wilderness – White Rock well positioned to leverage provincial marketing focus
- Destination BC funding focus is now on cooperative partnerships amongst communities rather than standalone programs
- Destination BC is exploring innovative options to meet visitor service/information needs
- Strength of US dollar is bringing more Americans to Vancouver area and keeping more Canadians within domestic markets
- Growth of Chinese and Indian inbound travel and this market's experiential interests are consistent with White Rock offerings

THREATS

TRENDS IN THE MARKET/EXTERNAL ENVIRONMENT THAT UNDERMINE WHITE ROCK'S ABILITY TO ACHIEVE GOALS / VISION

- Travellers have many destination options that offer beautiful scenery, shopping, dining etc. and these destinations are investing annually to build awareness
- Tunnel replacement will create access delays and foster perception of long travel times until it is completed
- Border crossing/security measures can deter US visitors

WHITE ROCK'S TARGET MARKETS AND UNIQUE COMPETITIVE ADVANTAGE

The review of available market research and local White Rock Visitor Centre statistics (see Appendix A for details) when considered alongside White Rock's visitor experience inventory (Appendix B), 'gaps' in experiential offerings and SWOT analysis indicates that following target markets should be considered to have the highest potential for White Rock:

AREA OF ORIGIN:	TRAVEL MOTIVATOR:
Neighbouring communities (Surrey, Delta, Langley)	Family events/celebrations/outings
	Cuisine/dining – night out, special events/celebrations
	Beach/ocean activities
	Festivals and events
Lower Mainland/Fraser Valley	Getaway to the beach – to great dining – to great shopping – to great entertainment/events
	Sports events/tournaments
US Drive Markets	Getaway to the beach – to great dining – to great shopping – to great entertainment/events – now all at great value (US exchange rate)
BC and Canada	Sports events/tournaments (hosted together with Surrey)
Europe/UK	Touring Western Canada – beach/ocean activities – ideal stopover en route to airport or to Vancouver Island ferry
China/India	Visiting Friends/Family – experience nature close to urban amenities – fine dining – shopping and specific festivals/events

These target markets will respond to a market positioning and messaging that incorporates these key elements within its creative execution:

- Fantastic 'beach town' in the Lower Mainland – 'you don't have to travel far to feel completely away'
- Memorable dining/sunsets/romance – celebrate romance, celebrate family, celebrate life
- Unique heritage, arts, culture, festivals and events – diversity and culture is embraced and celebrated here
- Ideal location en route – to the airport, to downtown Vancouver, to BC Ferries – your overnight stop doesn't have to be bland and boring – your last night isn't a 'lost night'
- Bring your family and friends - explore nature safely with easy access to all your comforts
- Shopping and dining – the world is all in walking distance in White Rock
- White Rock welcomes the world showcasing multicultural dining and festivals

STRATEGIC TOURISM GOALS

Strategic tourism goals have been developed in order to provide focus and accountability:

WHITE ROCK'S TOURISM GOALS:

1. Enhance the visitor experience in all seasons (parking, transportation, accommodation options, public spaces, downtown revitalization, festivals/events, arts/culture etc.)
2. Grow year round day and overnight visitation to White Rock (more visitors year round; higher occupancy levels; longer lengths of stay) Increase visitor spending in White Rock businesses (increased yield/visitor)
3. Build community engagement and local capacity/expertise to host visitors
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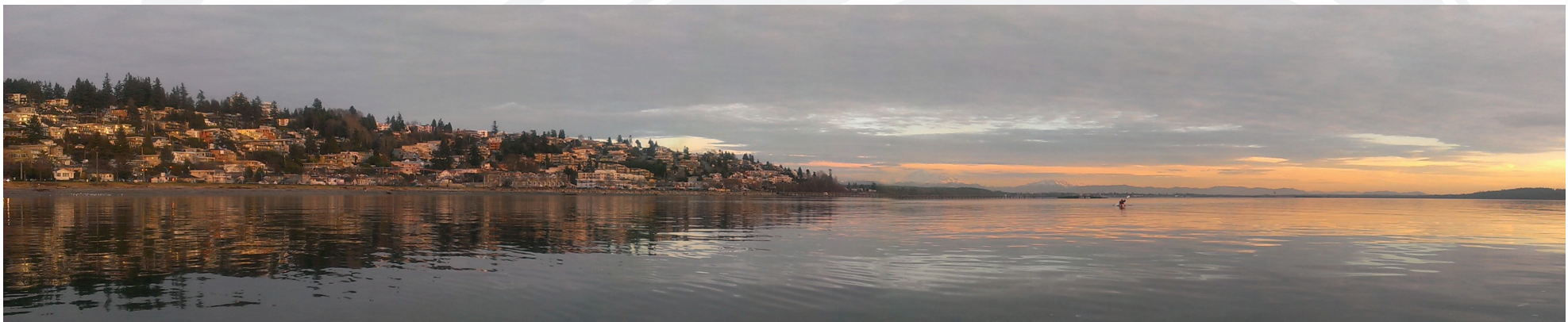


TOURISM SERVICE DELIVERY MODEL

In order to achieve these strategic goals and ultimately achieve White Rock's tourism vision, an effective and efficient structure for governing and implementing this tourism plan must be in place along with sufficient and sustainable funding to permit the multi-year investments that are necessary to support the development of tourism infrastructure, visitor experiences and awareness building in target markets.

There are a variety of funding and governance models available for tourism services delivery. To guide the development of customized recommendations for White Rock, four case studies were considered:

1. Pemberton – voluntary contribution of 2% from the one large accommodator in Pemberton remitted to Tourism Pemberton and leveraged with other marketing partners when beneficial to do so; governed by an industry-led Board of Directors comprised of representatives of all tourism sectors and Chaired by the General Manager of the contributing property; implementation is contracted out to reduce need for administration and overheads.
2. Jasper – voluntary contracts with accommodators, activity operators, restaurants and retail stores to remit 2% of gross sales to the Jasper Destination Marketing Corporation (JDMC); professional marketing expertise and front-line market intelligence provided by Tourism Advisory Committee (TAC) who must approve and recommend the annual plan for marketing and promotion before it is funded by JDMC; Tourism Jasper contracted to implement the approved plan and report on progress to both the TAC and JDMC Board.
3. Vancouver Island North – consortium of small communities on Northern Vancouver Island that together create a visitor destination; funded by 2% Municipal Regional District Tax (MRDT) collected by all accommodators in the Regional District of Mount Waddington (RDMW) that have 4 or more rooms. Governing body is the RDMW who receives MRDT funds and contributes taxpayer funding as well. A Tourism Advisory Committee of tourism operators, First Nations and community representatives recommends a 3-year rolling strategic and annual marketing plan to the RDMW who in turn contracts out plan implementation to a professional destination marketing organization – the Tourism Association of Vancouver Island (TAVI). TAVI employs a dedicated Tourism Coordinator located on the North Island who is responsible for daily plan implementation and stakeholder liaison reporting to the TAVI Marketing Manager.
4. Vernon – Tourism services delivery is funded by the 2% MRDT as well as a contribution from the City of Vernon; City of Vernon staff are responsible for tourism plan implementation and receive guidance from a Tourism Advisory Committee comprised of industry stakeholders.



Several critical success factors are shared by many of these models and these factors and transferable lessons have been incorporated into the White Rock funding and governance recommendations:

- Major funders play an important role in governance and must have representation at the decision-making table
- Key partners are also typically included in the governance model to structurally support information sharing and alignment of efforts
- Market intelligence and front-line knowledge of tourism operators is essential to the development of a focused annual marketing plan – this input occurs either at the Board of Directors or through a representative Tourism Advisory Committee
- Contracting external expertise is used by many destinations to reduce administrative costs and overheads

Detailed case studies of these four destinations, their critical success factors and transferable lessons from each are found in Appendix C.

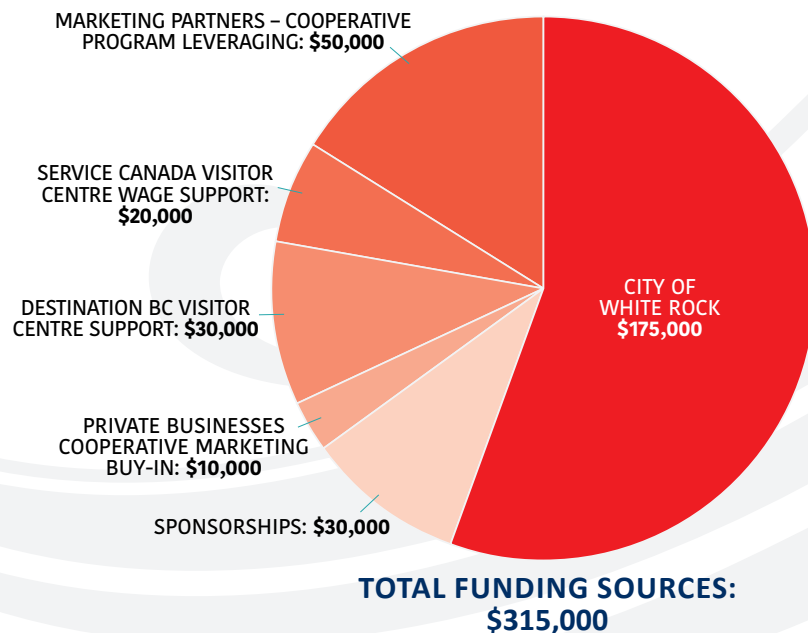
The recommended funding and governance structure for tourism services delivery in White Rock is as follows:

- The City of White Rock remains the primary funder and lead governance authority
- A Tourism Advisory Committee comprised of 11 members representing the following organizations/sectors is created with a mandate of recommending to the City of White Rock strategic tourism direction and an annual tourism services delivery plan (including destination marketing and visitor information services):
 - o White Rock Business Improvement Association
 - o South Surrey White Rock Chamber of Commerce
 - o Hotel accommodation sector
 - o B&B accommodation sector
 - o Restaurant sector
 - o Retail sector
 - o Culture/arts/heritage sector
 - o Attraction sector
 - o City Senior Staff Representative
 - o Strategic position chosen to compliment knowledge and expertise at the table

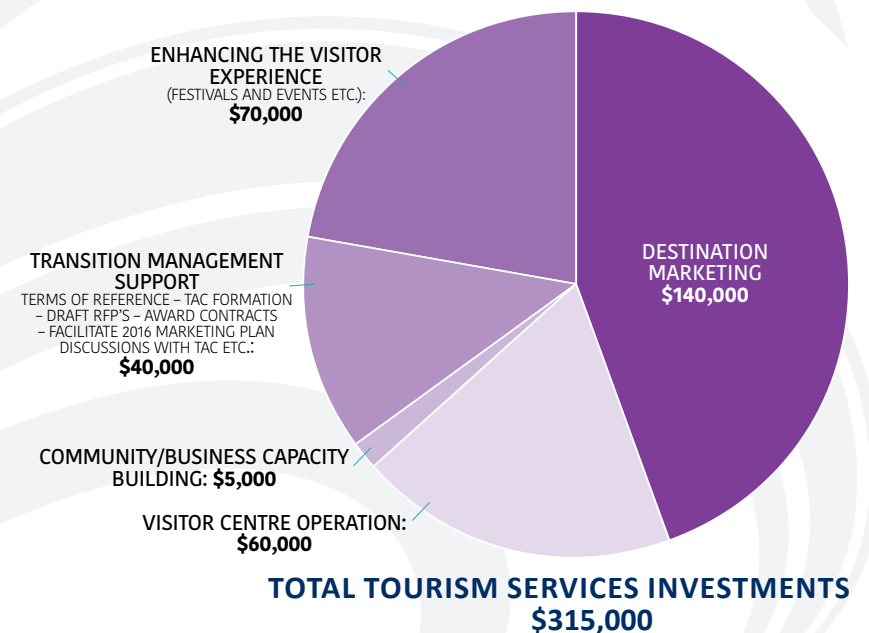


- The Committee seats for the Semiahmoo First Nation, the White Rock Business Improvement Association and the South Surrey White Rock Chamber of Commerce will be filled by direct appointment by Council/Board of Directors of the community/organization
- All other appointments to the TAC will be managed through an application process that considers the professional marketing expertise, experience and knowledge of the proposed member along with their commitment to participate, to contribute to the fulfillment of the Committee Terms of Reference and to abide by the Committee Member Code of Conduct.
- White Rock Council (with the advice of the TAC) acquire professional expertise through one or more contracts to implement the approved annual tourism services delivery plan i.e. destination marketing contract, visitor centre/visitor information services delivery contract
- White Rock Council make a funding commitment in the City's 2016-2020 Financial Plan to support the implementation of this Tourism Strategy beginning with \$175,000 in fiscal 2016
- Discussions will continue with the White Rock Business Improvement Association and the South Surrey White Rock Chamber of Commerce to secure their participation and financial support for this governance model recognizing that one larger 'pool' of destination marketing funds, managed collectively through the TAC will deliver a stronger return on investment for all White Rock tourism businesses.
- City tourism funding will also be supplemented by contributions from individual businesses, each of whom will be able to select from a variety of marketing initiatives and 'buy-in' cooperatively to programs where they will see benefit – estimated participation levels in 2016 are a cumulative investment of \$10,000
- Grants from Destination BC (\$30,000) and Service Canada (\$20,000) for operation of the Visitor Centre on the waterfront will continue to be pursued
- Tourism funding, where appropriate, be leveraged with other communities and/or destinations to create multi-destination cooperatives eligible for matched funding through Destination BC. Initial leveraged marketing dollars in 2016 are estimated to be a minimum of \$50,000.

FUNDING SOURCES



TOURISM SERVICES INVESTMENTS



1. RECOMMENDED ACTIONS AND IMPLEMENTATION PLAN

GOAL 1: ENHANCE THE VISITOR EXPERIENCE IN ALL SEASONS					
ACTIONS		LEAD	KEY PARTNERS	TIMELINE	RESOURCES
1.1	Lobby for improved transit service to and within White Rock (routing and frequency) from key hubs and neighbouring communities	COWR	BIA, COC	2015-ongoing	In-kind by key partners
1.2	Undertake a comprehensive wayfinding strategy including entrance/welcome signage, directional signage, walking maps/guides, parking areas	COWR	BIA, COC, TAC, DMO	2015-16	Cost TBD, Funding through City Financial Plan
1.3	Invest in shoulder season events that can grow into signature events that drive day and overnight visitation (Moon Festival, Chinese New Year, Diwali, Christmas on the Peninsula, Pop-up Art Gallery etc.).	COWR	BIA, COC, Local community organizations	2016-ongoing	Funding through City Financial Plan
1.4	Collaborate with Semiahmoo First Nation to develop an authentic Aboriginal cultural visitor experience and provide venue and marketing support	TAC	COWR, SFN, DMO, Federal Government, Aboriginal Tourism BC	2016-ongoing	In-kind work by key partners; DMO contract
1.5	Support development of shoulder season conferences, training workshops/learning opportunities	TAC	BIA, COC, private businesses	2016-ongoing	In-kind work by key partners
1.6	Secure investments in public art by developers	COWR	Public Art Committee	2016-ongoing	In-kind work by City staff

1.7	Expand food cart options near the Pier, Five Corners and Uptown	COWR	Fraser Health, BIA	2016-ongoing	In-kind work by City staff
1.8	Create additional dedicated spaces for 'artists at work'/vendors of authentic White Rock arts/crafts (various locations)	COWR	Local artists, Semiahmoo Arts, BIA, SFN	2016-ongoing	In-kind by COWR staff
1.9	Pursue private business interests in hotel/convention centre to be located in White Rock	COWR	Private investors, SFN, City of Surrey	2016-ongoing	Private funding source
1.10	Reinstate free trolley between Uptown, Five Corners and Waterfront	TAC	BIA, COC, corporate partners	2016 –ongoing until permanent infrastructure in place	Corporate sponsors;
1.11	Increase automobile parking capacity at the waterfront (possible parkade)	COWR	Provincial & federal infrastructure grants	2016-2018 (Council Priority)	Cost TBD, Funding through City Financial Plan
1.12	Invest in bicycle path signage and provide bicycle parking at key destinations in White Rock	COWR	BIA, Local cycle club	2016 (City Strategic Transportation Plan)	Cost TBD, Funding through City Financial Plan
1.13	Invest in fully accessible beach access areas	COWR	BNSF, Provincial Government	2016 (Waterfront Strategy)	Cost TBD, Funding through City Financial Plan

1.14	Invest in East Beach erosion control measures	COWR	Provincial Government, Federal Government, BNSF	2016-2018 (Council priority)	Cost TBD, Funding through City Financial Plan
1.15	Invest in sports hosting infrastructure near waterfront (e.g. boat launch, beach volleyball, mooring buoys, boat storage etc.).	COWR	Corporate partners, service clubs	2016-2018	Cost TBD, Funding through City Financial Plan
1.16	Pursue Marina/moorage development/pier expansion	COWR	Local sailing clubs, private investor, Provincial government, Federal government, SFN	2016-2018 (Council priority)	Cost TBD, Funding through City Financial Plan
1.17	Complete Johnston Road revitalization (reconstruction and beautification)	COWR	BIA, COC	2016-2018 (Council priority)	Cost TBD, Funding through City Financial Plan
1.18	Undertake Marine Drive beautification including enhanced pedestrian/bicycle experience	COWR	BIA, waterfront merchants,	2016-2018 (Council priority) Waterfront Strategy	Cost TBD, Funding through City Financial Plan
1.19	Increase number/experiential quality of outdoor seating areas and public spaces	COWR	BIA, service clubs	2016-2018 Town Centre Plan and Waterfront Strategy	Cost TBD, Funding through City Financial Plan and private donors

1.20	Expand Promenade walk to Coldicutt Ravine	COWR	Provincial and federal funding, BNSF	2016-2018 (Council priority)	Cost TBD, Funding through City Financial Plan, senior government and private donors
1.21	Relocation of BNSF Railway to create a linear trail from White Rock to Crescent beach and beyond.	COWR/City of Surrey	Provincial and federal governments, BNSF	2016-ongoing (Council priority)	Cost TBD, Funding through City Financial Plan, senior government and private donors
1.22	Create festival hosting plaza at West Beach	COWR	Provincial and federal governments	2016-2018 (Council priority)	Cost TBD, Funding through City Financial Plan, senior government and private donors
1.23	Provide designated tour bus parking areas	COWR	SFN	2018	Cost TBD, Funding through City Financial Plan
1.24	Build public washrooms, rinse off/showers at West Beach near Bayview Park	COWR	Corporate partners, service clubs	2018 Waterfront Strategy	Cost TBD, Funding through City Financial Plan
1.25	Investigate an escalator/funicular connection between the waterfront and Uptown	COWR	Private investor, corporate partners	2018 (Council Priority)	Funding through City Financial Plan
1.26	Create additional 'romance' spots - picture perfect arbours, gazebos etc. for engagements, weddings, family reunions	COWR	Corporate partners, service clubs	2018-2019 (Parks Master Plan)	Cost TBD, Corporate donors and service clubs

GOAL 2: GROW YEAR ROUND DAY AND OVERNIGHT VISITATION TO WHITE ROCK

	ACTIONS	LEAD	KEY PARTNERS	TIMELINE	RESOURCES
2.1	Work with Destination BC to identify the 'Explorer Quotient' for White Rock travellers (e.g. Authentic Experiencers, Cultural Explorers etc.)	DMO	TAC, DBC	2016-ongoing	DMO Contract
2.2	Clearly define the compelling White Rock brand and unique selling proposition that will be consistently communicated in all marketing efforts	DMO	TAC, BIA, COC, COWR	2016-ongoing	DMO Contract
2.3	Commission signature imagery capturing the White Rock experience and aligning with Destination BC brand	DMO	TAC	2016-ongoing	DMO Contract
2.4	Pursue editorial coverage in regional/community newspapers and magazines about the White Rock experience	DMO	TAC	2016-ongoing	DMO Contract
2.5	Enhance website content, navigation and optimize on key words; incorporate suggested itineraries based on themes and length of stay	DMO	TAC	2016-ongoing	DMO Contract

2.6	Build social media engagement of White Rock tourist services/attractions through use of contests, promotions	DMO	TAC	2016-ongoing	DMO Contract
2.7	Build e-mail database of White Rock visitors and their interests and begin communicating with database with custom offers	DMO	TAC, BIA, COC	2016-ongoing	DMO Contract
2.8	Promote White Rock as a film location	COWR	BC Film Commission, BIA	2016-ongoing	DMO Contract
2.9	Work with neighboring DMO's to create a regional Visitor Guide to showcase White Rock brand/unique selling proposition and speak to trip motivators.	DMO	TAC, BIA, COC, COWR, Tourism Surrey and other DMO's	2016-ongoing	DMO Contract
2.10	Create and promote a range of packages/proposed itineraries to showcase the White Rock experience (themed to various interests e.g. culinary, family beach time, senior centre bus tour etc.)	DMO	TAC, BIA, Museum	2016-ongoing	DMO Contract
2.11	Work with Surrey, Langley and Delta on joint initiatives to attract visitors to the region (e.g. bird watching, major event hosting such as 2016 International Womens' Fast Pitch Tournament, etc.)	DMO	COWR, TAC, local community organizations, BIA, COC, City of Delta, Langley and Surrey, Tourism Surrey, Tourism Delta	2016-ongoing	DMO Contract
2.12	Identify and pursue sport hosting opportunities together with Surrey	COWR	City of Surrey, Tourism Surrey, DMO and local sport organizations	2016-ongoing	DMO Contract

2.13	Have a White Rock presence at neighbouring community festivals and events	DMO	TAC	2016-ongoing	DMO Contract
2.14	Provide support to the Sea Festival Parade float to showcase White Rock at community parades throughout BC and Washington.	COWR	BIA, COC	2016-ongoing	City Financial Plan and private donors
2.15	Work with Sister City (La Connor) and Friendship City (Dongying) to leverage joint tourism opportunities.	COWR	BIA, COC	2017- ongoing	City Financial Plan and private donors

GOAL 3: INCREASE VISITOR SPENDING IN WHITE ROCK BUSINESSES

	ACTIONS	LEAD	KEY PARTNERS	TIMELINE	RESOURCES
3.1	Investigate and learn from Destination BC best practices case studies on innovative visitor servicing opportunities; collaborate with Tourism Surrey	DMO	TAC, DBC, Tourism Surrey	2016-ongoing	DMO Contract
3.2	Create a series of Special promotions in 'value season' to White Rock (% off; 2 for 1; 3 course dinner; monthly draw and permission to communicate and to grow e-mail database	DMO	TAC, BIA	2016-ongoing	DMO Contract; In-kind by key partners
3.3	Offer periodic "World Host" training and orientation for all front-line staff to learn about White Rock history, heritage, festivals, events etc.	DMO	TAC, BIA, COWR, local merchants	2016-ongoing	DMO Contract; In-kind by key partners
3.4	Develop and distribute a weekly What's On in White Rock type newsletter for posting in accommodations, use by front-line staff (front desk, servers, retail staff etc.)	DMO	TAC, BIA, COC, Museum, SA, local community organizations	2016-ongoing	DMO Contract; In-kind by key partners
3.5	Educate business operators re: trends/opportunities related to hours of operation, for major special events etc.	DMO	TAC, BIA, COC	2016-ongoing	DMO Contract; In-kind by key partners

GOAL 4: BUILD COMMUNITY ENGAGEMENT AND LOCAL CAPACITY AND EXPERTISE TO HOST VISITORS

ACTIONS		LEAD	KEY PARTNERS	TIMELINE	RESOURCES
4.1	Launch a community visitor host program – including World Host training and then volunteer as roving hosts to assist visitors with what to see and do in White Rock.	DMO	TAC, BIA, COC, COWR	2016-ongoing	DMO Contract and Destination BC support
4.2	Create program of 'peninsula resident appreciation days'; consider a mass dinner party (White on White)	BIA	TAC, DMO, COC, COWR, Tourism Surrey	2017	In-kind resources
4.3	Conduct annual value of tourism survey using Destination BC model and communicate locally	DMO	TAC, BIA, DBC	2016-ongoing	DMO Contract
4.4	Launch regular tourism update in local newspaper and on-line TalkWhiteRock platform etc. to share upcoming programs, campaigns and community events	DMO	TAC, COWR	2016-ongoing	DMO Contract
4.5	Transition management support within the City of White Rock to oversee the implementation of the Tourism Strategy and Implementation Plan (including the DMO and Visitor centre contracts, formation of TAC etc.)	COWR	TAC	January 2016	Funding through 2016 City Financial Plan
4.6	Promote free Destination BC resources to local tourism businesses-Tourism Business Essentials workshops and guides	DMO	TAC, DBC, COC	2016-ongoing	DMO Contract

GOAL 5: SECURE SUSTAINABLE, LONG-TERM FUNDING TO SUPPORT TOURISM MARKETING AND PROMOTION

ACTIONS		LEAD	KEY PARTNERS	TIMELINE	RESOURCES
5.1	Develop and implement a model of funding participation that secures contributions from all tourism serving businesses either directly or through fees/assessments to Chamber of Commerce and/or BIA	TAC	DMO, BIA, COC,	2016 - ongoing	Continued discussions to work towards contributions from COC and BIA
5.2	Explore corporate sponsorships for tourism infrastructure, events and/or utilize developer amenity charges and density bonuses as new developments proceed.	COWR	TAC, DMO, BIA, COC	2016 - ongoing	Funding from developers. Amount TBD
5.3	Create a series of cooperative marketing opportunities with buy-in opportunities for local businesses	DMO	TAC, BIA, COC	2016 - ongoing	DMO Contract; private tourism businesses
5.4	Leverage resources with tourism partners (Destination BC, Tourism Surrey, Tourism Delta, others as appropriate)	DMO	DBC, Tourism Surrey, Tourism Delta	2016 - ongoing	DMO Contract; Partner co-operative marketing contributions
5.5	Close Johnston Street Visitor Centre and reinvest funds saved - negotiate office space if needed	COWR	TAC, DMO	January 01 2016	In-kind resources

5.6	Confirm a funding commitment by the City of White Rock towards tourism service delivery (including destination marketing and operation of a visitor centre on Marine Drive).	COWR	TAC, DMO	2016-ongoing	\$175,000 in City's 2016 Financial Plan (Ref. 1.1 and 4.5)
5.7	Research alternative sites and service delivery options for a waterfront Visitor Centre.	TAC	COWR, DMO, BIA, COC	2016-2018	Cost TBD, Funding through City Financial Plan
5.8	Outsource Visitor Centre management to third party with expertise and efficiencies	COWR	DMO, TAC, BIA, COC	January 2016	COWR in-kind resources – transition management support
5.9	Outsource destination marketing service delivery to contractor with expertise and efficiencies (reduce expenses related to salaries/wages/benefits, eliminate need for various overheads while still providing direction through a strong and effective White Rock Tourism Advisory Committee)	COWR	TAC	January 2016	COWR in-kind resources – transition management support
5.10	Review and consolidate various printed program and event promotional material currently being produced throughout White Rock by numerous organizations in order to find efficiencies and discuss pooling of resources for greater impact	DMO	TAC, BIA, COC, COWR, other organizations producing collateral	2017	DMO Contract

MOVING FORWARD



The following next steps are recommended in order to commence implementation of this Tourism Strategy and Implementation Plan:

1. City of White Rock Council endorse the White Rock Tourism Strategy and Implementation Plan 2016-2020
2. Tourism White Rock Board of Directors be officially advised that funding from the City of White Rock will be discontinued as of December 31, 2015
3. City of White Rock Council establish a Tourism Advisory Committee as a standing Committee of Council
4. Terms of Reference for the Tourism Advisory Committee be endorsed by Council along with the composition and nominating/application process
5. Advertising for Committee Positions/Review and Selection of Applicants
6. Formation and inaugural meeting of the Tourism Advisory Committee of Council
7. The Tourism Advisory Committee convene and work together to make recommendations to Council in the following areas:
 - a. 2016 Marketing and Promotional Strategy/Tactics
 - b. Scope of Work and Draft Request for Proposal for the Provision of Destination Marketing Services (to implement the 2016 plan)
 - c. Scope of Work and Draft Request for Proposal for the Provision of Visitor Information Services including operation of the White Rock Visitor Centre on the waterfront



Appendix A - The Tourism Opportunity for White Rock

In order to assess the market opportunity for tourism in White Rock and find the appropriate 'fit' between the community's aspirations for tourism and the market's travel needs and desires, a review was conducted of the following:

- Market Research published by Destination BC categorized by market area of origin and by travel activity
- Explorer Quotient Tool developed by Destination Canada (formerly the Canadian Tourism Commission)
- Visitor Centre Statistics – White Rock and Surrey

As well, a review of the current market positioning of White Rock as expressed in the website, social media and the Visitor Guide occurred and telephone interviews were conducted with Tourism White Rock, Tourism Surrey and the Ocean Promenade Hotel.

Once the review of market research was complete, White Rock's current marketing and positioning statements were considered along with the inventory of visitor experiences in White Rock and experiential strengths and 'gaps' identified. The overall strengths, weaknesses, opportunities and threats for tourism in White Rock were summarized and preliminary recommendations documented regarding highest opportunity target markets and key elements of market messaging. As well, this review has given rise to additional potential actions and strategies to be considered in the development of White Rock's tourism plan alongside those identified by the Task Force and by tourism stakeholders in White Rock.

Review of Market Research

A wide range of market intelligence available from Destination BC was reviewed in the development of this tourism strategy and implementation plan for White Rock including:

- Value of Tourism in British Columbia (2013) – February 2015



- Vancouver Coast and Mountains Regional Profile – January 2015
- Market Profiles (2012/2013) – October 2014
- Activity Sector Profiles

Copies of these research reports are available on www.destinationbc.ca/Research.aspx. Highlights from this market research follow:

Macro Environment

- Tourism is an international industry
- British Columbia's product offerings are in demand but the Province is a relatively small player in the growing, highly competitive international environment
- In the short term, tourism performance can be volatile as it is highly tied to uncontrollable events, such as weather conditions or rapid changes in economic events
- In the long term, healthy growth is forecasted – UNWTO forecasts global growth in international tourist arrivals annually until 2030¹

Consumer & Travel Trends

- Fluctuating world economy continues to create uncertainty resulting in continued lower levels of consumer confidence/outlook and impact on discretionary spending; some signs of increasing consumer confidence arising from positive outlook for US economy
- Declining fuel prices increase the affordability of drive vacations and support the potential for increasing travel from the drive markets such as BC, AB and nearby US states (WA, MO, ID)
- Recent declines in the value of the Canadian dollar increase the attractiveness of Canada to US travellers
- All things considered, travel interest is on the rise

¹ Tourism Towards 2030, World Tourism Organization UNWTO, 2011



BC Tourism Trends

- In 2012, there were 17.9 million overnight visitors in British Columbia, an increase of 1.1% over 2011, who spent \$8.6 billion, a decline of 2.2% from 2011
- Over half of the visitors (58.5%) were British Columbia residents
- Visitors from other parts of Canada accounted for 17.6% of all visits
- International visitors accounted for the remaining 23.9% of visitor volume (US 16.4%; Asia/Pacific 4.0%; Europe 2.8%)
- British Columbia has been experiencing steady, reliable growth from BC residents and from the rest of Canada with more volatility in other markets
- The greatest proportion of overall visitor spending is from BC residents (37.7%); the rest of Canada represents 23.9% of expenditures; while US resident spending represents 17.9%; Asia/Pacific 10.5%; Europe 7.9%
- While BC residents spend less per visit, they still represent an attractive target market because they:
 - Experience less volatile travel patterns
 - Travel year-round
 - Accept varying qualities of facilities
 - Are willing to explore the Province

Vancouver Coast and Mountains – Regional Profile (2014)

The Vancouver, Coast & Mountains region represents 46% of provincial overnight visitation and 54% of related spending. In 2012, the region received 8.3 million overnight person-visits in 2012 and generated \$4.7 billion in related spending. British Columbia residents make up the largest proportion of visitors (46%) and spending (22%) in the region (spending is relatively low compared to BC's other tourism regions).

Washington (10%), Alberta (6%) and Ontario (5%) represent the next 3 largest sources of visitors to this region. California residents represent 4% of visitation and 5% of spending. International travellers accounted for 40% of visitation and 57% of spending.

When business travellers are excluded and only leisure travellers are measured, the source of visitation changes somewhat:



- BC residents – 45% of visitor volume; 24% of spending;
- Other Canadians – 8% of visitor volume; 14% of spending;
- US residents – 32% of visitor volume; 28% of spending;
- Other international – 14% of visitor volume; 34% of spending;

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

Top 5 trip activities:

	BC residents	Other Canadians	US residents	Other international
1	National/provincial/nature park	National, provincial or nature park	National, provincial or nature park	National, provincial or nature park
2	Camping	Beach	Historic site	Zoo or aquarium
3	Boating/canoeing/kayaking	Hiking/ backpacking	Zoo or aquarium	Museum or art gallery
4	Beach	Museum or art gallery	Museum or art gallery	Historic site
5	Fishing	Historic site	Downhill skiing/snowboarding	Festival or fair

Visitor Characteristics – By Market

Destination BC provides market research related to visitor characteristics by their area of origin as well as by the activities in which travellers participate. Detailed reports are available on <http://www.destinationbc.ca/Research.aspx> and summary highlights are provided below:



British Columbia Residents

- British Columbians took 10.5 million overnight trips within BC in 2012
- All age groups are represented – 38% are aged 18-34
- 74% have some post-secondary education
- Affluent – 44% have household incomes over \$100,000
- 2.9 night average stay for a trip in 2012
- Beaches, hiking and camping are most popular activities

Albertan Travellers

- Alberta travellers took 2.1 million overnight trips to BC in 2012
- Peak travel is summer months – July/August
- Largest age group was 25-34 in 2012 representing 25% of travellers
- Affluent – 54% had household incomes over \$100,000
- 72% have at least some post secondary education
- Alberta visitors spent 5 nights on average during their trip in BC
- Beaches, hiking and camping are most popular activities

Ontario Travellers

- Ontario travellers took 562,000 overnight trips to BC in 2012
- Peak travel is summer months – July/August
- Largest proportion of travellers are 18-44 years of age
- 74% had household incomes over \$100,000
- 79% had at least some post-secondary education
- Ontario visitors spent 6.2 nights on average during their trip to BC
- Visiting parks, hiking and visiting museums and galleries are the most popular activities



US Travellers

- In 2013, almost 3 million Americans visited BC and stayed overnight
- Washington (41%) and California (14%) accounted for over half of the total overnight US visitation in BC
- Travellers 55 years and older accounted for almost half of travellers from the US in 2012 although the proportion of younger travellers is rising
- June, July and August were the most popular travel months for US visitors in 2012 accounting for almost 50% of visitation
- Shopping and sightseeing were the most popular activities for US travellers in 2012; increasing participation rates in sports or outdoor activities since 2009 data
- Gravitate to Vancouver, Coast & Mountains region (Vancouver/Whistler) and Vancouver Island

United Kingdom Travellers

- In 2013, almost 650,000 UK residents travelled to Canada; 30% entered directly through BC
- In 2012, over 50% of UK visitors to Canada were 55 years of age or older;
- In 2012, UK travellers to Canada spent on average 15 nights in Canada and 12 nights in BC
- Most frequently, UK visitors to Canada stayed one to two weeks
- Almost half of UK residents visited Canada in June to August
- Sightseeing and shopping remained the most popular activities for UK travellers to Canada

German Travellers

- In 2013, over 300,000 Germans travelled to Canada; just over one-quarter entered directly through BC
- In 2012, almost one-third of German visitors to Canada were young adults (20-34 years)
- In 2012, German travellers to Canada (who also visited BC) spent on average 20 nights in Canada and 15 nights in BC
- Nearly 30% of German travellers spent three to eight weeks in Canada
- In 2012, almost 70% of German visitors Canada arrived between May and August and three-quarters arrived in July and August
- In 2012, sightseeing (87%) and shopping (79%) were the most popular activities for German travellers



Chinese Travellers

- In 2012, China was BC's second largest international market after the US
- Outbound travel from China is predicted to grow rapidly in the near future
- In 2012, visitors from China were equally split between male and female
- In 2012, 45% of Chinese visitors to Canada travelled alone; 30% were in parties of 2 and 24% in parties of 3 or more
- In 2012, 30% of Chinese visitors to Canada were under 35 years of age; 40% were aged 35-54 years
- In 2012, Chinese travellers to Canada spent an average of 31 nights in Canada of which 23 nights were in BC; leisure travellers spent an average of 14 nights in Canada of which 8 nights were in BC
- July and October are the most popular travel months with a smaller peak in January for Chinese New Year and in May and June
- Sightseeing (92%) and shopping (84%) were the most popular trip activities; 68% visited friends and relatives; the Chinese traveller is interested in exploring nature as long as it is close to urban amenities

Indian Traveller

- In 2013, India was BC's tenth largest international market
- In 2012, 60% of Indian visitors to Canada were male
- In 2012, the average travel party size was 2.4 – travelling alone represented 31%; parties of 2 – 44% and parties of 3 or more – 25%
- In 2012, 53% of Indian travellers to Canada were aged 35-54 years
- Indian travellers to Canada stayed on average 16 nights in Canada of which 10 nights were in BC; Indian leisure travellers stayed an average of 6 nights in Canada with 3 nights in BC
- The average stay in Canada was two weeks but 55% stayed less than one week
- In 2012, more than half of Indian visitation occurred in June/July with a smaller spike in October possibly for Diwali
- Sightseeing (71%) and shopping (58%) were popular trip activities for Indian travellers; 40% visited friends and family



Visitor Characteristics – By Activity

Destination BC also provides market research on visitor characteristics defined by the activities they participate in while travelling. The most relevant activities for White Rock are:

- Touring
- Heritage
- Aboriginal Cultural Tourism
- Wine Tourism (as a proxy for culinary tourism)
- Outdoor Adventure

Highlights of this research by activity are as follows:

Touring (2014)

- Approximately one-third of Canadian touring travellers are aged 18-34 years; US touring travellers tend to be older with approx. one-quarter over the age of 65 years;
- Approximately one quarter of both Canadian and US touring travellers are in adult-only households
- American travellers more likely to take guided tours than Canadian travellers
- Touring travellers are also interested in city strolls, visiting national/provincial parks, historic sites, natural wonders

Heritage (2009)

- Canadian heritage travellers tend to be younger than their US counterparts – 31% of participating Canadians are aged 18-34 years; largest group of participating Americans is over 65 years of age (25%)
- 32% of US travellers motivated by heritage are over age 65; only 15% of motivated Canadian heritage travellers are in this same age group



- Motivated American heritage travellers are relatively affluent when compared to the overall population of travellers to BC and are on average more affluent than motivated Canadian heritage travellers
- Heritage travellers also enjoy city strolls, visiting national/provincial parks, sunbathing/sitting on a beach, visiting well-known natural wonders

Aboriginal Cultural Tourism

- In 2010, 3.7 million overnight visits to BC included an Aboriginal cultural experience – almost double the number from 2006
- Approx. half of these visits are by Canadians
- Average Aboriginal cultural tourism visitor to BC tends to be female, middle to late aged, well-educated and earns an upper-middle income
- Aboriginal cultural tourism visitors under the age of 50 prefer active experiences such as canoeing, kayaking, dog-sledding and horseback riding while visitors aged 50+ prefer less vigorous experiences such as hiking, walks, nature observation and indoor activities
- Most visitors do not book their experience in advance and Aboriginal culture is frequently not a trip motivator but is considered a desirable addition to an larger vacation experience

Wine Tourism (2009)

- Approx. half of wine tourism travellers from both Canada and the US who had been to BC and participated in a wine tourism activity were male; of travellers motivated by wine tourism activities, 60% were male
- All age groups participate in wine tourism activities and are motivated by wine tourism activities – more than one third were aged 55 years or older and US wine travellers were more likely to be older than their Canadian counterparts
- Wine tourism travellers tend to be higher income earners with at least 40% of Canadian and American wine travellers earning annual household incomes greater than \$100,000
- Pleasure travellers motivated to travel by wine-related activities are well educated with 59% of Canadians and 72% of Americans having completed post secondary education
- Other activities that wine travellers enjoy include strolling to see city buildings and historic sites/buildings and well-known natural wonders. Sunbathing/sitting on a beach and swimming in lakes and oceans were the most popular outdoor activities for wine travellers



- Hiking, golfing and downhill skiing were the most common complementary sports-related outdoors activities of interest to wine travellers – however, these activities had considerably lower incidence rates in comparison to other more general outdoor and/or culture related activities
- US motivated wine travellers show particularly strong interest in cultural activities such as: museums – history/heritage; art galleries; farmers’ markets/country fairs; botanical gardens and live theatre
- International visitors who travel to wineries have a higher interest than other visitors in cultural attractions (museums, art galleries, wine festivals – particularly those reflecting local customs and heritage)
- Proportionately more winery visitors also go to national parks and botanical or other public gardens than do other visitors

Outdoor Adventure (2014)

- In 2005, over 1.2 million people participated in British Columbia commercial outdoor adventure tourism, an increase of 24% from 2001
- US visitors (35%) and BC residents (29%) are the heaviest participants in outdoor adventure tourism in BC
- The most popular outdoor adventure activities for Canadians are day hiking (18%), road biking (16%) and car camping (12%)
- Approximately two-thirds of Canadians enjoy being in the wilderness, however a large portion has fears about remoteness
- British Columbia’s outdoor adventure travellers are younger than other travellers, with an average in the mid-30s. The majority are male and single / never married. More than a third are university educated
- Generally, BC males are significantly more likely to participate in road biking, camping, freshwater fishing and mountain biking whereas women are more likely to participate in soft outdoor adventure activities including beach activities, nature viewing/ scenic photography, bird watching and whale watching
- US residents who are outdoor enthusiasts are slightly more likely (55%) to be male, almost half (49%) are married, and 38% have a post-graduate degree/college diploma



Review of Local Market Data

Visitor Centre statistics were reviewed for the two White Rock Visitor Centres as well as the Visitor Centre in neighbouring Surrey.

White Rock – Marine	2010	2011	2012	2013	2014
Total Parties	16,041	16,549	16,939	17,392	18,011
Total Parties – Event Roaming	0	0	0	0	4,118
Total Visitors	28,576	28,967	29,464	31,278	32,216
Total Visitor – Event Roaming	0	0	0	0	8,144
Total Buses	51	68	101	179	38

White Rock - Uptown	2010	2011	2012	2013	2014
Total Parties	10,634	11,688	12,386	12,635	6,462
Total Parties – Event Roaming	0	0	0	0	8,288
Total Visitors	18,257	20,111	21,447	20,624	7,470
Total Visitors – Event Roaming	0	0	0	0	13,235
Total Buses	0	0	40	191	10



Surrey	2010	2011	2012	2013	2014
Total Parties	5,380	5,499	4,269	4,363	3,770
Total Parties – Event Roaming	0	0	0	0	8,360
Total Visitors	9,272	9,168	7,286	7,766	6,713
Total Visitors – Event Roaming	0	0	0	0	8,360
Total Buses	1	8	2	0	1

Statistics for the 2015 year-to-date indicate the following:

White Rock – Marine Drive

- 40% of visitors are local
- 37% are BC residents
- Other areas of visitor origin include Alberta, Other Canada, Washington, California, Other US/Mexico, Europe and Asia/Australia
- 77% of visitors reported staying for the day only in White Rock
- Information requests most often relate to attractions/tours (25%); maps/directions (19%); events; adventure recreation; food/beverage; transportation – approx. 7.5% each category

White Rock – Uptown

- 73% of visitors are local
- Largest non-local area of origin is BC residents – 15%
- 74% of visitors reported staying for the day only in White Rock
- Information requests most often relate to maps/directions (21%); attractions/tours 20%; adventure recreation 12% and events 10%



Market Research Implications for White Rock

The implications of this market research for White Rock are as follows:

- The tourism industry represents an important economic opportunity for White Rock – one which will see growth in the long-term but may still be subject to short-term volatility
- To manage the risk associated with this short-term volatility, White Rock would be wise to target a portfolio of markets rather than rely on a single source of traveller
- BC residents themselves represent an important source of visitation – given White Rock's proximity to Lower Mainland population density, visitors from neighbouring communities are a high opportunity market
- Other Canadians (Alberta, Ontario) have been a steady source of visitation to BC and White Rock may be able to position itself as a 'must do' within a vacation itinerary particularly given its location relative to the airport, Vancouver Island ferries and downtown Vancouver
- BC Residents and Other Canadians rank beach activities in their top 5 when visiting the Vancouver, Coast & Mountains region
- American travellers are returning to Canada and benefiting from the value of the US dollar – drive markets from Washington, Oregon and California may consider White Rock as a 'getaway' destination or as a stopover in a longer itinerary in Western Canada
- Europeans continue to tour Western Canada and again White Rock has the potential to be positioned as an important inclusion in their longer itinerary
- China and India are considered growth markets by both Destination Canada and Destination BC and while promotions in these markets are likely too expensive, White Rock can be positioned as an ideal destination for visiting friends and relatives in local media channels
- Research by travel activity appears to indicate that there would be benefit from showcasing White Rock's heritage such as the Pier, from profiling its culinary offerings and from investing in cultural festivals and event
- Aboriginal cultural experiences are in growing demand and authentic cultural experiences shared by the Semiahmoo First Nation would greatly compliment White Rock's existing experiences
- Outdoor adventure in White Rock can be positioned for those seeking soft adventure – walking the promenade and beaches, kayaking, boat tours, photography etc.



Destination Canada Traveller Types

In addition to the research available from Destination BC, Destination Canada has created a tool to assist destinations to understand the ‘traveller type’ that best matches the experiences available. An understanding of these ‘traveller types’ is beneficial in determining the highest potential target markets for White Rock.

A comprehensive overview of the ‘Explorer Quotient’ indicates that the White Rock experience would appear to fit best with the Cultural Explorer Traveller Type and the Authentic Experience Traveller Type.

Review of Current Positioning/Messaging

The current positioning and messaging of White Rock was reviewed as expressed on the website, in social media and in the Visitor Guide.

Website

The official visitor website for White Rock is www.inwhiterock.com. The home page showcases imagery from East Beach, West Beach, the Museum heritage building and Five Corners neighbourhood and while the images are attractive they could be more compelling and go farther to generate an emotional response. Guidance related to securing compelling photography in keeping with Destination BC’s brand direction is found in the Destination BC Brand Guidelines attached as Appendix B.

The navigation and content of the website is factual, accurate and complete but also could go farther to create an emotional connection with the visitor. The website functions more as a directory of information than as a promotional tool. Revised navigation and reformatting of content in order to showcase White Rock experiences and speak directly to the passions and motivations of the target traveller should be considered in the White Rock Tourism Strategy and Implementation Plan.

White Rock’s introductory positioning statement offers ‘something for everyone’ and amongst the ‘noise’ of many competing destinations, this approach seldom connects with the traveller and consequently does not intrigue and motivate further research and ultimately visitation to the destination. The ‘something for everyone’ approach has been attempted by many travel destinations and has been replaced by most with a direct and strategic appeal to specific passions and interests of travellers.



WELCOME TO WHITE ROCK

White Rock – A Beautiful City by the Sea

Few places are finer for watching a west coast sunset than White Rock's splendid oceanfront promenade, as ferries from the mainland quietly sail towards the horizon. But if you plan to arrive in White Rock just before sundown, you'll miss the chance to discover a dynamic seaside community that deserves at least a weekend of exploring, if not a full week. Flush with [boutique shops](#), [waterfront restaurants](#) and vibrant crowds, White Rock is one of BC's gems and should be a highlight of any visit to [Metro Vancouver](#).

The city is clustered around an 8 km (5 mi) sandy beach and is lined by an oceanfront promenade that's perfect year-round for strolling, [shopping](#) or people watching. It's also bursting with [dining](#) options, from award-winning [fine dining](#) to [local favourites](#), [cafes and bistros](#). The city is famous for its pier that stretches 457 m (1,500 ft) into the shallow, warm [Cafes, Bakeries and Delis](#) Bay. White Rock is also easily identified by the large white rock that sits on the beach, a glacial deposit left behind when the glaciers receded thousands of years ago. The city may be named after a white rock, but it's commendably green with plenty of [open spaces](#). It's [kid-friendly](#) too, with lots of [activities](#) for the little ones. After you watch the sunset, enjoy a [live music performance](#) at a White Rock [live music venue](#) or absorb [live theatre](#) at the White Rock [local theatre](#).

White Rock has something for everyone ... Come and experience a beautiful West Coast Gem.



Social Media – Facebook/Instagram/Twitter

Tourism White Rock manages the Facebook account 'In White Rock' and as of August 25, 2015 had 2,209 likes. The majority of content is generated by others and posted here. There is an opportunity to utilize Facebook in a more proactively in outreach to target travellers that should be considered in the White Rock Tourism Strategy and Implementation Plan.

White Rock also has a presence on Instagram at #explorewhiterock. There is a significant volume of images, however few meet the standards expressed in the Destination BC Brand Standards Guideline previously referenced and included in Appendix B. The nature of photography and videography commissioned by Tourism White Rock for use in all marketing applications (web presence, social media, etc.) should also be considered in the White Rock Tourism Strategy and Implementation Plan.

Tourism White Rock does not have a Twitter presence although there are a variety of White Rock Twitter accounts including: @BCwhiterock, @WhiteRock_BC, @whiterockbcom, and @WhiteRockBC.

Visitor Guide

The White Rock Visitor Guide is a comprehensive directory of businesses and neighbourhood maps in White Rock however much like the website, there is opportunity to motivate longer lengths of stay and increased spending by showcasing experiences and targeting the passions of travellers. The emotional appeal of White Rock is lost amidst the volume of business listings and many maps. Redesign of the Visitor Guide to create more intrigue and connection with travellers while retaining listings/maps in a condensed and easy to read format should be considered in the White Rock Tourism Strategy and Implementation Plan.

As well, the perspective of the visitor should be considered in determining the geography of the guide. White Rock is surrounded on three sides by Surrey, and many visitors will not understand the political boundaries between the municipalities. A regional guide incorporating the best of Surrey, Delta and White Rock and their many complimentary experiences should be considered in the Tourism Strategy and Implementation Plan.



Visitor Centres

Tourism White Rock currently operates two Visitor Centres – one located near the pier on the oceanfront and the second on Johnston Road in Uptown. A review of visitor centre statistics indicates that the Uptown VC has lower traffic volume and is used primarily by locals. The White Rock Tourism Strategy and Implementation Plan should consider the need for two physical locations as well as other ways to provide visitor services. Destination BC has identified and is actively working with communities to identify new ways to meet visitor information needs that embrace the visitor trend to utilize mobile technology, unmanned information kiosks, roving ambassadors etc. etc. Destination BC reported the following in its August, 2015 Newsletter:

VANCOUVER – Destination BC will provide just over \$200,000 to support more than 30 projects across British Columbia to test and document innovative approaches to providing visitor services, the corporation announced today.

Communities across the province, including Qualicum Beach, New Westminster, Vernon, Dawson Creek and Nelson are among those that will pilot innovative visitor services concepts in the coming months. New visitor services delivery approaches include roaming visitor counsellors, mobile information displays, state-of-the-art touch screen kiosks and the use of social media channels.

Visitor services, such as trip planning and information delivery, help extend visitor stays and spending by introducing new travel ideas to visitors while in province. As part of its [corporate strategy](#), Destination BC conducted a consultation process with more than 100 community-operated visitor centres between November 2014 and July 2015 to explore ways to modernize the delivery of visitor services around the province. Following the consultation process, communities were encouraged to submit project proposals to test some of the innovative ideas that arose during the consultation.

The results of these pilots, as well as case studies on some existing innovative approaches, will be presented at the Visitor Service Network conference hosted by Destination BC this October in Vancouver and will be available for other communities to learn from and build upon during the next few years.

APPENDIX B - INVENTORY OF TOURISM EXPERIENCES IN WHITE ROCK

Category	Attraction	Description
<i>Heritage Sites</i>	The White Rock Pier	At 470m or 1542ft, it is the longest free-standing wooden pier in North America
	The White Rock Museum and Archives	Has the old historic ticket office, a gift shop, the archives, and hosts guided tours.
	The Legendary White Rock	480 tons, connected to a Semiahmoo First Nations legend, geographic feature
	The Clock Tower at Five Corners	Plays a selection of music classics every hour on the hour
	Semiahmoo Art Mural	Painted by Richard Tetrault and celebrates the community's diversity of arts
	Elk's Club Mural	Painted by Greg Evan Davies and dedicated to his mother
	Blue Frog Studios Mural	Seaside themed mural representing the studio and painted by Elizabeth Hollick
	West Beach 4 Cats Mural	Painted by students and staff of the studio at the 2012 Seafest; each wall is inspired by a different artist
	Johnston Rd Alley Murals	Two murals painted by Elizabeth Hollick entitled "Postcards" and "Dance around the World"
	Side of Superfluity Shop Mural	Painted by Elizabeth Hollick and Laurie MacIssac for the 50th anniversary of the Superfluity shop.
	Olympic Flame Mural on Marine Drive and Duprez	To memorialize the Olympic Flame passing through White Rock on February 9th, 2010
	Victoria Avenue Parking Lot Mural	Painted by Judy Jordison in tribute to the marine life that encompasses White Rock
	Lions Park & Totem Plaza	Features two totem poles designed by Robert Davidson and Susan A. Point.
	Whaling Wall Mural	A gift from the artist Robert Wyland to the Sea Shepherd Conservation society.
<i>Sports and Recreation</i>	Centennial Arena	Featuring an ice rink during the winter and dryfloor during the summer.
	Kent Activity Centre	Offers instructional courses, special events, day trips, volunteer opportunities and services for adults 55+.
	Centennial Park Multi Sport Field	This multi sport field plays host to many teams and recreational athletes.
	White Rock Community Centre	Includes a studio, gallery, arts room, instructional courses and special events.
	Baseball Sport Field	Baseball diamonds are located within Centennial park.
	Peace Arch Curling Club	Open to the public and located in the Centre for Active Living at Centennial Park
	Tennis Courts	Both private and public courts available in Centennial Park.
	Skimboarding Camps	White Rock beach offers amazing flatland skimboarding conditions.
	Paddleboarding	The shores of White Rock are an excellent venue for stand up paddle boarders.
	Lawn Bowling	Mann Park Lawn Bowling Club and White Rock Lawn Bowling Club
	Box Lacrosse Sport Field	Outdoor box lacrosse is located within Centennial park.
	Feral Boardsports	Rentals, lessons, and sales of paddle boards, skim boards, kayaks, kite boarding, wake boarding.
	Sundog Water Sports & Adventures	Paddle boards and apparel available for rental and purchase as well as demos.
	White Rock Skimboarding Camps	Summer camps for kids aged 7-14 as well as private lessons.
	Crabbing and Fishing	Crabbing season is all year long with the pier being a prime location for crabbers and recreational fishers alike.
	Wind Surfing	White Rock offers great wind and kite surfing conditions for all experience levels.
	Natural West Coast Sea Kayaking Adventures	Offers kayak tours, instructions and rentals.
<i>Nature, Parks and Trails</i>	Ash St. Stairs/Terry Parr Plaza	The perfect place to relax and enjoy ocean views on east beach.
	Bayview Park	Green grass and great views, perfect for outdoor dining, dogs are welcome too!
	Barge Park	Features swings and a small playground it is a great place for the whole family.
	Bryant Park	A beautiful dog friendly walk way between Russell and Thrift.

	Centennial Park/Ruth Johnson Park	White Rock's largest park offering a vast array of amenities.
	Coldicutt Ravine Trail	A 3.2 acre evergreen forest ideal for walks providing access to White Rock beach.
	Dr. R. J. Allan Hogg Rotary Park	A beautifully landscaped park with over 2 acres of scenic gardens.
	Emerson Park	Featuring a playground is a great place to relax while the little ones play.
	Grant Park	Overlooking Semiahmoo Bay features benches, picnic tables, and trails.
	Lions Park	Features two totem poles designed by Robert Davidson and Susan A. Point.
	Maccaud Park	Home to the Kent Street Activity Centre this park is 2 blocks in length.
	Mann Park (Lawn Bowling Club)	A premier BC Lawn Bowling Club hosts casual and competitive play.
	The White Rock Pier and Promenade	The promenade stretches 2.2km along the waterfront and the pier is the longest wooden pier in Canada.
	Bird Watching	The Semiahmoo Bay is home to many birds including several Bald Eagles.
	Beach Hero	Explore the beach and learn about the marine ecosystem with The Friends of Semiahmoo Bay.
Arts, Culture, and Entertainment	The Coast Capital Playhouse	Home of the White Rock Player's Club a fantastic venue to enjoy live theatre.
	Blue Frog Studios	Host to many up close and personal concerts with some of the world's most talented entertainers.
	Bin 101 Wine & Tapas Bar	Live Music
	Five Corners Bistro	Live Music
	Hemingway Waterfront Pub	Live Music
	Jan's on the Beach	Live Music
	Jimmy Flynn's Celtic Snug	Live Music
	White Rock Elks Club	Home to many special events and entertainment.
	Pearl Bistro and Oyster Bar	Live Music
	Sandpiper Bar	Live Music
	Uli's Restaurant	Live Music
	Washington Avenue Grill	Live Music
	West Beach Bar and Grill	Live Music
	Golden Cactus Studio Gallery	Art studio featuring the work of local talented artists.
	White Rock Gallery	A local gallery serving as a destination for art lovers around the lower mainland.
	Semiahmoo Arts	A group of artists and supporters participating in demos, workshops, and critiques.
	Peninsula Productions	Produces concerts as well as professional theatre.
	Arthur Murray Dance Studio	
Year-round Festival & Events	White Rock Farmers' Market	An authentic community based market with a variety of vendor produced goods.
	White Rock Museum and Archives Exhibits	Features both a permanent exhibit of the trains station as well as various seasonal exhibits.
	Relay for Life	An inspirational, non-competitive, 12 hour event to celebrate life and fight cancer.
	Canada Day by the Bay	Celebrating Canada's birthday on the waterfront with live music, fireworks, and other festivities.
	Concerts at the Pier	Five Saturday night concerts on the waterfront in White Rock.
	Tour de White Rock	A part of BC Superweek this cycling event takes place on the steep hills of White Rock.
	Sea Festival	Celebrating the spirit of the sea over August long weekend every year.
	Paint the Town	Presented by Semiahmoo Arts local artists paint "en plein air" around the city.
	Outside the Box Fibre Festival	Art exhibitions, demonstrations, and displays featuring art and fun in fibre.
	Fall Festival of the Arts	The two-month festival features music, performances, art exhibitions, multi-cultural celebrations, a gala and more

	Moon Festival	Three day long event featuring Western and Chinese cultural performances.
	Diwali Multicultural Festival of Lights	A traditional Hindu festival.
	International Artist Day	Honouring the contributions artists make to our society.
	Great Pumpkin Walk	A 1k and 5k run or walk in support of Peace Arch Hospital.
	Christmas on the Peninsula	A culmination of holiday events taking place across the peninsula.
	Polar Bear Swim	The annual tradition of plunging into the frigid waters of Semiahmoo Bay on New Years Day.
	Taste White Rock	Culinary food festival featuring an unlimited array of flavours at select restaurants throughout the city.
	White Rock Princess Party	A fun filled princess party in support of the White Rock Fire Fighter's Charity Association.
	White Rock Irish Festival	A month-long festival filled with music, poetry, workshops, contests, food and beverage tasting and more.
Shuttles and Tours	Airport/Cruise Link Shuttle	Door to door shuttle to Vancouver and Abbotsford airport, cruise ship terminals and Whistler.
	Vanride Shuttle	Door to door shuttle service to airports, cruise and ferry terminals, bus depots, train stations and more.
	Go Collette	World wide travel destinations and guided tours.
	Helen's Tours N' Travel	Door to door shuttle service to airports, cruise and ferry terminals, bus depots, and train stations.
	Paramount Tours	Offers domestic and world travel via air, bus or cruise.
	Quick Shuttle	Shuttles between Vancouver and Seattle with various drop off and pick up locations.
	Mandate Tours	Tours around Canada and parts of the USA with pick up and drop off from your home.
	Ageless Adventure Tours	A variety of tours beginning at your door going across Canada, to Hawaii and as far as cuba.
	Coffee and Connect	Includes educational sessions, fun activites, and a nutritious lunch.
	White Rock Sea Tours	Gulf Island Eco Tours, Harbour cruises, Offshore Blasts and Water Taxis available.
	Wine & Retail Therapy Tours	Popular tours around boutiques and wineries around the regions hosted by Vanilla Clothing
Accommodation Providers	Ocean Promenade Hotel	A premier oceanfront hotel located on Marine Drive
	Dancing Firs B&B	
	High Street B&B	
	Ocean Rose B&B	
	Pacific Breeze Suite	
	Sand & Sea B&B	
	Seaside Memories B&B	
	Star of the Sea B&B	
	Sunset Harbour B&B	
	The Snowy B&B	
Travel & Trade	Cruiseabout White Rock	
	Marlin Travel	
	Tanoli Travel & Currency Exchange	
	White Rock Travel & Cruises Ltd.	
	BC Currency Exchange	
	Border Gold Corp.	
	Express Currency Exchange	
	TD Bank - White Rock Branch	
Rental Banquets & Halls	Ocean Promenade Hotel Conference Room	

	Blue Frog Studios Performance Centre
	White Rock Elks Club
	Onyx Meat Room
Culinary Experiences	Seafood
	French
	Greek
	Indian
	Italian
	Ice Cream Parlours
	Pizzerias
	Asian
	Fish & Chips
	Cafés & Delis
	Specialty
	Bakeries
Retail Shopping	One-of-a-kind shops & boutiques



Appendix C – Funding/Governance Case Studies

Case Study – Pemberton

Contact:

Mr. David MacKenzie, General Manager of Pemberton Valley Lodge and Chair of Tourism Pemberton; 604-894-2037; email: david@pembertonvalleylodge.com

Context and Background:

Pemberton is a small community of approx. 2,400 residents located 20 minutes north of Whistler along Highway #99. Similar to White Rock, it is incredibly scenic and offers visitors excellent access to nature yet its marketing efforts risk being overshadowed by Whistler Resort with its multi-million dollar promotional budget. Pemberton has one large accommodator and several smaller B&B's.

Tourism Service Delivery Model:

Tourism Pemberton is a not-for-profit Society whose vision/mission are:

Vision: To promote Pemberton & District as BC's premier adventure gateway community and to positively impact the District's economy

Mission: To develop and market tourism in the Pemberton Valley to the benefit of visitors and residents

It is governed by a 5 member Board of private sector representatives from the accommodation, retail, food/beverage, golf sectors and from the Visitor Centre (run by the local Chamber of Commerce). Local government is not represented (nor are they contributors to the funding model). A consensus-based model typically prevails at the Board table. Notably, the largest funder (Pemberton Valley Lodge) is also the Chair of the Board. Each Board seat has one vote in decision-making regardless of the amount of funding contributed.

The Visitor Centre is located in a high traffic, high visibility location and is open from early May to late September.



Funding Model:

The majority of Tourism Pemberton's annual budget of approx. \$65,000 is generated from the voluntary application of a 2% room charge on visitor stays at the one hotel property in town – the Pemberton Valley Lodge which is leveraged with programs such as the CTO marketing funds previously available through Destination BC and with other grants and sponsorships (e.g. IronMan Foundation). Local government (Village of Pemberton) contributed funding in past years but since 2012 has not provided any funding to Tourism Pemberton. Both the Village of Pemberton and the Squamish Lillooet Regional District contribute funds to operate the Visitor Centre.

This funding model has functioned for seven years however, very recently the hotel operator has expressed concern over the funding inequity and is questioning the continuing viability of the funding model.

Strategy Development:

The Board of Directors of Tourism Pemberton leads strategy development and recently went through a facilitated planning session under the Destination BC Community Tourism Foundations program. This plan recognizes the following strategic opportunities that should be considered by White Rock:

- Pemberton partners with neighbouring Whistler and leverages their proximity to this existing base of visitation participating in 4-course golf promotions, Sea to Sky mountain biking consortium, hosting events such as IronMan together with Whistler however, Pemberton also positions itself distinctly from Whistler where it has competitive advantage (scenic rural weddings, farm-to-table/slow food/culinary experiences)
- Pemberton has developed several signature events – Slow Food Sunday produced by Tourism Pemberton is reported to be the longest running Slow Food event in the Province; Pemberton Music Fest produced independently by Huka Entertainment draws a reported 115,000 fans in person and more than 5 million fans through global 24 hour live story on *SnapChat*

Strategy Implementation:

Tourism Pemberton does not have any permanent staff. The volunteer Board of Directors oversees contracted services with providers such as Custom Fit Communications - a local Pemberton business providing website design, optimization, social media engagement services to tourism businesses. Tourism Pemberton has no physical office or overhead as a result of this approach. Despite its very modest budget of \$65,000 for annual marketing and promotion, Tourism Pemberton has profiled the destination with strong results in the following channels:

- Website – www.tourismpembertonbc.com
- Social Media – Facebook – Twitter – Instagram
- Print based collateral – Visitor Guide, Visitor Map, Trail Map, Mountain Bike Guide
- Media relations – hosting of various outlets (working with Vancouver, Coast & Mountains at the time)



The Visitor Centre as noted above is managed by the local Chamber of Commerce who has a part-time manager who secures funding for students during its opening from early May to late September.

Membership in Tourism Pemberton is limited and the Board has identified the need for additional local communication and outreach to businesses and residents to promote the organization and its achievements and secure new membership.

Transferable Lessons/Considerations in White Rock:

- Tourism Pemberton focuses its limited resources on destination marketing and promotion and another organization, with time and resources, operates the Visitor Centre
- Private sector led Board of Directors bring their front-line experience and knowledge of market conditions to Board discussions
- Tourism Pemberton receives a voluntary 2% contribution from largest accommodator however, this voluntary model may not be sustained as it relies too heavily on one participant who eventually finds the inequity unacceptable
- Key funder is represented at Board table (i.e. Pemberton Valley Lodge)
- Key partners are represented at Board table (e.g. Visitor Centre, golf course)
- Tourism Pemberton partners with its large neighbor when it makes sense to do so; stands alone with its own iconic visitor experiences when they provide competitive advantage
- Modest budgets have forced Tourism Pemberton to be highly efficient – a contracting model has been successfully implemented thereby avoiding salaries, benefits and accompanying overheads



Case Study – Jasper, AB

Contact:

Ms. Mary Darling, CEO, Tourism Jasper (on maternity leave)

Mr. Bryan Attree, Acting CEO - 780-820-2122

Context and Background:

Jasper, AB is a small town with a resident population of approx. 5,200 and is located inside Jasper National Park. It offers visitors a wide range of accommodation options, retail shops, restaurants and activities.

Tourism Service Delivery Model:

Tourism Jasper is 100% owned by the Jasper Destination Marketing Corporation (JDMC), a for-profit entity that collects 2% of sales from participating accommodations, attractions and services in Jasper. The JDMC has a seven member Board of Directors comprised of representatives from hotels, restaurants, retail, and activities. Each Director holds office for a three-year term. The JDMC is essentially a membership model (members are referred to as shareholders). Votes are allocated to shareholders based upon the number of business licenses they hold.

Tourism Jasper receives funds from the JDMC to execute a Board approved strategic marketing plan.

Funding Model:

The majority of Tourism Jasper's \$2.8 million marketing budget comes from the 2% collected from participating accommodations, restaurants, retail shops and activity operators. Businesses voluntarily contract to remit these funds. Currently, approximately 98% of the hotels and 100% of the activity operators participate. However, restaurant and retail participation levels are very low.

In order to increase participation by all businesses, the JDMC is considering revising the funding model so that restaurants contribute a flat fee based on number of seats and retail stores contribute a flat fee based upon their total square footage (rather than a percentage of gross revenue). Accommodations and activity operators would continue to contribute 2% of their sales. A new category of participant is being considered for transportation companies/tour operators such as those companies offering transfers from Edmonton and companies such as Brewster Tours.



Strategy Development:

Tourism Jasper staff prepare recommendations for the annual marketing plan that are consistent with the Board approved strategic direction. These recommendations are reviewed and discussed by a 12 member Strategic Marketing Council. This Marketing Council is comprised of professional marketers with the necessary skills and experience to offer insight into market trends, etc. No shareholder may have more than one member on the Marketing Council without the approval of the Council itself and the Board of the JDMC (so as to keep a balance of perspectives).

The Strategic Marketing Council must approve the proposed marketing plan before it is then reviewed and adopted by the Board of the JDMC.

Strategy Implementation:

Tourism Jasper has a 10 person staff responsible for execution of the approved marketing strategy. They also employ a creative agency and contract other specific skills as needed. Staff report regularly to the Strategic Marketing Council on progress and results and Tourism Jasper is responsible to the JDMC for execution of all marketing strategies through the Tourism Jasper CEO.

Transferable Lessons/Considerations in White Rock:

- The Jasper model recognizes that all tourism businesses benefit from destination marketing – not just accommodations and attempts to secure participation from all sectors
- Jasper has successfully engaged with accommodators and activity operators yet still struggles to secure participation from restaurants and retail stores – a new flat rate model is proposed for these businesses rather than 2% of gross sales
- Voluntary contracting to remit the 2% (rather than mandatory participation) does allow some businesses to ‘ride the coattails’ of others’ leadership and financial contribution
- A professional marketing council meets with staff and together recommends a strategic marketing plan/annual plan to the Board of Directors bringing together the best marketing minds. However, to ensure a wide range of perspectives, no one shareholder is permitted more than one representative on this Council unless the Council itself approves along with the Board of Directors



Case Study – Vancouver Island North

Contact:

Ms. Joli White, Tourism Coordinator, Vancouver Island North, 250-902-8281

Ms. Denise Le Gal, Marketing Manager, Tourism Association of Vancouver Island 250-740-1215

Context and Background:

Vancouver Island North Tourism (VINT) is a project of the Regional District of Mount Waddington that was initiated approximately five years ago. Its mandate is to undertake destination marketing for the communities of Alert Bay, Coal Harbour, Holberg, Port Alice, Port Hardy, Port McNeill, Quatsino, Sointula, Telegraph Cove, Winter Harbour, Woss, Mount Cain and the Nimpkish Valley.

Tourism Service Delivery Model:

Each of the represented communities is individually too small to warrant its own Destination Marketing Organization and from the visitor perspective, the experience they seek is the entirety of Vancouver Island North rather than one town (with perhaps the exception of several remote fly-in fishing lodges that specifically draw their clientele). Recognizing this reality, the region decided to work together on destination marketing and promotion. The governing body is the Regional District however, it relies upon the recommendations and guidance of a Tourism Advisory Committee (TAC) comprised of the following seats:

- 5 tourism stakeholders (may also include First Nations)
- 1 First Nation representative
- 1 RDMW representative
- 4 'Strategic' appointments – representatives to 'round out' the perspectives/experience at the table (currently Tourism Port Hardy, Community Futures + 2 additional tourism business operators)
- 4 Mayor appointments – representing local community government
- 2 non-voting liaison positions (for Visitor Centres, Chambers of Commerce)

The RDMW contracts with the Tourism Association of Vancouver Island (TAVI) for execution of the TAC recommended/Board approved plan. They have one staff member located in Port Hardy that is the dedicated Vancouver Island North Tourism Coordinator.



The contract term between TAVI and the RDMW was initially for one-year. After several one year terms, a three year contract was signed. Just recently a five-year contract has been signed evidencing the RDMW and TAC satisfaction with this model.

Funding Model:

Vancouver Island North 'project' has a budget of approx. \$140,000 which is derived primarily from the 2% MRDT that is applied to accommodators across the region. The community of Port Hardy already had the 2% MRDT in place when it was secured for the balance of the region and today pools its funds together into one destination marketing 'account'. The RDMW contributes some funding as well and tourism business participate in cooperative marketing initiatives.

Strategy Development:

The Tourism Coordinator and the TAVI Marketing Manager facilitate an annual strategic planning session with the TAC typically in September/October of each year. At this session, past results are reviewed, market opportunities assessed and agreement reached on destination marketing priorities. The Tourism Coordinator then develops an annual marketing plan that is presented to the TAC in November for the upcoming fiscal year. Once the TAC has reviewed and approved this plan, the Tourism Coordinator presents the recommended direction to the Board of the RDMW.

Strategy Implementation:

A dedicated Tourism Coordinator located in the Vancouver Island North region executes marketing strategy. The expertise of the TAVI organization, its overheads and resources are leveraged. The Tourism Coordinator reports to the TAVI Marketing Manager who is also engaged in strategy development, annual marketing plan recommendations and provides ongoing guidance during implementation. By involving the same marketing manager, this structure inherently ensures that VINT is aligned with the Vancouver Island regional strategy and is aware of/leveraging any Provincial funding opportunities.

Transferable Lessons/Considerations in White Rock:

- VINT was created to market the visitor's definition of the destination i.e. the entire north island rather than keeping to municipal boundaries (i.e. consumer-centric)
- Destination marketing funds are pooled and managed under the guidance of one Tourism Advisory Committee to avoid having several potentially ineffective small pools of funds that may have little impact in the market or worse duplicate each others efforts
- VINT focuses on destination marketing and leaves visitor servicing to other organizations although liaison and sharing of important market intelligence and information between organizations is ensured through seats on the TAC



- VINT contracts out plan implementation to a professional organization with dedicated marketing staff, management structure and overheads; as this organization also is responsible for marketing the entire tourism region, alignment and leveraging opportunities are structurally assured
- The dedicated Tourism Coordinator is located within the region (rather than at the TAVI head office) so stakeholders are able to build a relationship and feel that the resource is entirely dedicated to delivering results for them
- The governing body (RDMW) relies on the expertise of the Tourism Advisory Committee to recommend strategy and marketing plans; the administrative costs associated with a separate governing body are avoided by using the processes/overheads of an existing entity



Case Study – Vernon

Contact:

Ms. Ange Chew, Manager, Tourism Services, City of Vernon; 250-550-3649; email: achew@vernon.ca

Context and Background:

Vernon is a community of approx. 39,000 residents, with greater Vernon reaching 65,000. Located 50 minutes from Kelowna along Highway #97 and 20 minutes from Kelowna International Airport. The City of Vernon has recognized the importance of tourism to community sustainability and is committed to supporting the industry on a long-term basis.

Tourism Service Delivery Model:

Tourism Vernon is managed by the Manager, Tourism Services, City of Vernon.

The vision/guiding principles of the organization are:

Vision: To strengthen Vernon as a year round energetic destination with a clearly recognizable market presence, and to work collaboratively in building a sustainable tourism economy and delivering an authentic visitor experience.

Guiding Principles:

- Tourism will support the community's commitment to protecting the qualities of the Valley
- A culture of sustainability will underlie decision-making
- A market-driven approach will shape the focus and strategic directions of the Tourism Plan
- Leadership and destination management will be based on best practices, innovation and accountability
- There will be an inclusive partnership-based approach to tourism development that encourages participation from a wide range of local, neighbouring and regional stakeholders

Tourism Vernon has a 13-member Tourism Advisory Committee, whose purpose is to increase year round tourism in the Vernon area with particular emphasis on overnight stays, to provide a communication channel between the local tourism sector and the City, and to monitor the use of the Municipal Regional District Tax funds (MRDT). The committee is made up of the following representatives:

- Two (2) positions for 'Accommodation over 80 Rooms' Sector
- Two (2) positions for 'Accommodation under 80 Rooms' Sector
- One (1) position for 'Attractions' Sector



- One (1) position for 'Community at Large'
- One (1) position for 'Culture/Events' Sector
- One (1) position for 'Golf' Sector
- One (1) position for 'Outdoor/Sport Sector'
- One (1) position for City Councilor
- One (1) position for Downtown Vernon Association
- One (1) position for Vernon Chamber of Commerce
- One (1) position for Silver Star Mountain Resort

The Visitor Centre is operated by the City of Vernon with a third party contractor, and offers a retail shop, washrooms and free Wi-Fi as well as a dual sani-dump located on the property, large parking lot for recreational vehicles, free downtown parking passes, and maps. The centre is open year-round (from May 1st to after Labour Day long weekend it is open 7 days a week from 9 am – 6 pm; after Labour Day it operates Tuesday-Saturday from 8:30am to 4:30pm). Vernon is in discussions with Destination BC about a mobile Visitor Centre program.

The retail portion of the Visitor Centre is intended to showcase the offerings of the destination. Products from local businesses are highlighted and every item relates specifically to Vernon (e.g. t-shirts with local biking trails; [Wordle](#) t-shirts promoting Vernon)

Funding Model:

Funds for tourism marketing come from two separate sources. One is the Municipal Regional District Tax (MRDT) and the other is a separate marketing budget that is allocated through City of Vernon Tourism Services function. For 2015, the revenue from MRDT is estimated at \$425,000, the Tourism Services Marketing budget was \$108,587. The 2015 budget also includes a \$175,000 carry-forward of unspent funds from 2014.

Strategy Development:

The City of Vernon's Economic Development and Tourism Department is part of the Community Planning and Development Division. The Department consists of the Manager of Economic Development and Tourism, an Economic Development Planner and half time planning assistant. The department is also responsible for Tourism, which is led by the Manager of Tourism. Although there are obvious synergies between Economic Development and Tourism, there is a plan specifically for Economic Development and tourism direction is provided by the Vernon Tourism Development Plan 2010-2015, created during participation in Destination BC's Community Tourism Foundations program.

The Municipality and the Tourism Advisory Committee (TAC) are essentially a two-level approval process for the Tourism Manager in Vernon. The TAC discusses strategies/tactics and approves plans and these are then taken to City Council for final approval.



Strategy Implementation:

Tourism Vernon has one permanent City of Vernon employee. The volunteer Tourism Advisory Committee and Marketing Action Team oversees the development and implementation of the annual marketing plan and use of the MRDT funds.

Tourism Vernon has profiled the destination with strong results in the following channels:

- Website – www.tourismvernon.com (average 18,000 visits/month)
- Television commercials in 3 key markets – Vancouver, Calgary and Edmonton
- Social Media:
 - Facebook – 4,165 likes
 - Twitter – 2,400 followers; 18,000 interactions/month
 - Instagram – 1,077 followers
 - Pinterest – 351 followers
- Print based collateral – 68-page 2015 Visitor Guide
- Quarterly e-newsletters for Visitor and Industry Partners - 5000+ subscribers
- Media relations – hosting of various outlets (including working with TOTA/Destination BC). Between January and March 2015, Tourism Vernon has earned media exposure of \$65,000 and reached over 689,000 readers featuring 15 tourism partners.

In November 2014, the City of Vernon approached Destination British Columbia's Research, Planning and Evaluation team to develop a local tourism performance and monitoring initiative through the introduction of an accommodation-tracking program. As the MRDT figures are delayed by 3 months, there is a need for more immediate understanding of the impacts of marketing activities.

Tourism Vernon receives funding from the municipality, the MRDT and revenue from co-operative marketing with their stakeholders. From these funds, Tourism Vernon sets aside \$50,000 for partner-led initiatives. Businesses in the Greater Vernon area can access 50/50 funding for marketing initiatives targeting markets outside the Okanagan. Small accommodators (<80 rooms) can apply for reimbursement of up to \$1,200 for marketing initiatives targeting markets outside the Okanagan. This program has been running for three years and while it has taken time to build trust to work together, the entire fund will be used in 2015.



Transferable Lessons/Considerations in White Rock:

- By staffing the Tourism Manager position within the City, Tourism Vernon leverages accounting, human resources, administration, fleet car maintenance, and procurement buying power from the City of Vernon.
- As part of the City team, Tourism Vernon is able to influence City projects that would be beneficial to tourism and the visitor experience e.g. parks, recreation and City facilities.
- A Tourism Advisory Committee of key stakeholders provides the professional marketing experience and front-line market intelligence that would not typically be found within local government.
- The absence of a 'membership' model, allows Tourism Vernon to promote all tourism partners and to freely work with neighbouring communities and regional partners when this is most effective.
- With sufficient resources it is possible to effectively focus on both destination marketing and operation of the Visitor Centre although a third party contractor is still engaged for day-to-day staffing and operation.
- Tourism Vernon's funding is a combination of private and public sector funds and while final approval is the City's, the private sector maintains control of recommended spending priorities through an effective TAC structure.
- Specific opportunities are provided to tourism businesses to market cooperatively offering all businesses a means to contribute financially in a program that makes sense for their business.
- Advertising buying strategies can be challenging due to City procurement mandates. Municipal rules, such as the need to tender expenses >\$75,000 can be problematic when conducting some tourism projects, such as media buys over the \$75,000 mark. Some municipal guidelines do not match tourism strategy implementation (square peg in round hole). On the other hand, municipal rules allowing for budget carry-forwards can be very important to tourism marketing that does not follow fiscal years, but rather needs to be flexible, nimble and responsive.
- If tourism marketing is to be managed by the municipality, tourism must be a community and Council priority, for it to succeed - not a 1-term priority or the priority of 1 or 2 elected officials, but a municipal-wide priority. Tourism brings exposure to the destination - the municipality needs to be ready for this (encouraging small business, zoning, regulations, etc.).
- Marketing can work to grow demand: when Vernon started collecting the MRDT several years ago, they collected \$200K. This year they are projecting \$600K, even though they lost 39 rooms. They are nearing capacity in the peak season (90% occupancy in the 1,400 rooms this summer) and need to focus on shoulder seasons.



Tourism Players, Functions and the Continuum of Funding and Governance Options for White Rock

Tourism Players

- City of White Rock
- Semiahmoo First Nation
- Tourism White Rock
- White Rock Business Improvement Area
- South Surrey White Rock Chamber of Commerce
- Tourism Operators/Businesses
- Various arts, heritage organizations and other more informal groups/individuals
- Neighbouring DMOs – Tourism Surrey, Tourism Delta, Tourism Langley
- Destination BC
- Destination Canada

Tourism Functions

- Design and construct visitor infrastructure (neighbourhood connectivity, parking, marina, beach erosion protection, streetscaping, public spaces, parks and recreation areas etc.)
- Business development (zoning/tax policy environment that is supportive, attraction, retention of mix of businesses, signage/wayfinding)
- Destination marketing (destination/event promotion in target markets with clear and compelling messaging)
- Visitor services (visitor centre/in-destination information needs)
- Enhance the visitor experience (festivals, events, ambiance – street performers, vendors)
- Business/community capacity development – education and training

Structure Today

Tourism Function	Lead/Supporting Organization	Funder
Design and construct visitor infrastructure	City of White Rock	City of White Rock
Business development	City of White Rock/Economic Development Committee/BIA	



Destination marketing	Tourism White Rock/BIA	City of White Rock/BIA
Visitor services	Tourism White Rock'	City of White Rock/ volunteer hours
Enhance the visitor experience	City of White Rock/Tourism White Rock/BIA/various local groups, businesses, individuals	City of White Rock, BIA, Sponsorships, volunteer hours
Business/community capacity development	BIA/Chamber	BIA/Chamber

Today's structure does not offer clarity on roles and responsibilities – there is fragmentation of effort, inconsistent funding commitments, potential for duplication of effort and omission of critical activities. There is limited engagement with tourism stakeholders and significant funders are not represented on the Board of Directors. This has led to concerns regarding decision-making and accountability as well as perceptions that the focus of resource investment has not optimized the returns to the tourism economy.

Governance Options for the Future

There are a number of governance options that can be considered:

1. Dedicated White Rock DMO responsible for destination marketing, visitor services, enhancement of the visitor experience and business/community capacity building
2. Dedicated White Rock DMO focused exclusively on destination marketing
3. Eliminate White Rock DMO and allocate tourism functions across other existing White Rock organizations
4. Eliminate the White Rock DMO and allocate tourism functions across a combination of existing White Rock organizations and/or contract with external DMO for destination marketing services
5. Eliminate the White Rock DMO and staff tourism functions within the City of White Rock

Each of these options is described in further detail below along with its associated pros/cons.



Option #1 – Dedicated White Rock DMO responsible for destination marketing, visitor services, enhancement of visitor experience and business/community capacity building (current model).

Tourism White Rock undertakes:

- Destination marketing
- Visitor servicing
- Enhancing the visitor experience
- Business/community capacity building

City of White Rock undertakes:

- Design and construction of visitor infrastructure
- Business development – policy and taxation framework; economic development

BIA/City of White Rock and Economic Development Committee undertake:

- Business development – business attraction/retention/mix

	City	Tourism White Rock	BIA	Chamber	Contracted DMO
Design and construct visitor infrastructure	✓				
Business development	✓		✓		
Destination Marketing		✓			
Visitor Services		✓			
Enhancing the Visitor Experience		✓			
Business/ community capacity building		✓			



Pros	Cons
<p>One organization clearly leading all aspects of destination marketing, visitor services, enhancing the visitor experience provides role clarity and the opportunity for accountability (NB: For this model to be effective however, there should be strong engagement processes in place to benefit from input from tourism operators and professional marketers with front line market intelligence. There should also be dedicated multi-year funding commitments in place and since the majority of funding would likely come from local government, the governance model must provide representation to significant funders, give them the ability to participate in resource allocation decisions and to receive regular reports on results achieved i.e. transparency and accountability)</p>	<p>Overheads and administration of another entity in a destination where there are already numerous players engaged in various tourism functions</p> <p>The current model has experience a loss of confidence by funders. The result is that other agencies (such as the BIA and the City of White Rock) have become frustrated with the lack of effective destination marketing and have begun doing their own marketing outside the local region for festivals, events and business promotion campaigns.</p>
<p>The organization that should be most current in market trends and opportunities is the same organization that is defining enhancements to the visitor experience (e.g. festivals, events) and is servicing those visitors should permit ready identification of highest and best uses of funds (particularly if this is supported by a strong Tourism Advisory Committee and/or Board of Directors with front-line businesses themselves)</p>	<p>BIA is producing Concert series and Dine In White Rock events and is investing in destination marketing – unless this is very well coordinated or is consolidated under the DMO, potential will continually exist for lost market impact due to funding fragmentation and for duplication of efforts, missed opportunities</p>



Option #2 – Dedicated White Rock DMO focused exclusively on destination marketing

Tourism White Rock undertakes:

- Destination marketing

City of White Rock undertakes:

- Design and construction of visitor infrastructure
- Business development – policy and taxation framework
- Enhancing the visitor experience (shared with BIA)

BIA/City of White Rock and Economic Development Committee undertake:

- Business development – business attraction/retention/mix
- Enhancing the visitor experience (shared with City of White Rock)

Third party contract for Visitor Centres/Visitor servicing – options include: BIA, Chamber of Commerce, Tourism Surrey

Business/community capacity building – undertaken by the Chamber of Commerce and/or the BIA with support of the City

	City	Tourism White Rock	BIA	Chamber	Contracted DMO
Design and construct visitor infrastructure	✓				
Business development	✓		✓		
Destination Marketing		✓			
Visitor Services					
Enhancing the Visitor Experience	✓		✓		
Business/ community capacity building			✓	✓	



Pros	Cons
Allows DMO to focus on one core mandate – destination marketing and not be spread too thin (NB – as in Option #1, there should be dedicated, multi-year funding commitments in place and a governance model that includes representation from significant funders)	Risk in fragmenting roles over several organizations – duplication/omissions may occur
Provides opportunity to clearly document roles and responsibilities while spreading tourism functions across a wider base of organizations each with their own resources and inherent strengths	BIA and City of White Rock already engaged in destination marketing – would have to consolidate these efforts under the DMO and transfer funds thereto – until there is trust and a proven records of marketing results, this may not be the will of the BIA Board
If Tourism Surrey or a similar organization is contracted to run Visitor Centre, relationship will provide access their expertise with Visitor Centres such as Peace Arch, the base of staff, experience with central reservations systems etc. etc. – deeper pool of knowledge and resources made available to White Rock	Visitor Centre team of volunteers loyal to current structure and may not transfer to new management
	If Tourism Surrey is contracted for Visitor Services there may be a perception that business is being directed to Surrey rather than White Rock



Option #3 – Eliminate White Rock DMO and allocate tourism functions across other existing White Rock organizations

City of White Rock undertakes:

- Design and construction of visitor infrastructure
- Business development – policy and taxation framework
- Enhancing the visitor experience (shared with BIA)

BIA undertakes:

- Business development – business attraction/retention/mix (together with City and Economic Development Committee)
- Destination marketing
- Enhancing the visitor experience (shared with City)

Third party contract for Visitor Centres/Visitor servicing – options include: BIA, Chamber of Commerce, Tourism Surrey, Tourism White Rock

Business/community capacity building – undertaken by the Chamber of Commerce and/or the BIA with the support of the City

	City	Tourism White Rock	BIA	Chamber	Contracted DMO
Design and construct visitor infrastructure	✓				
Business development	✓		✓		
Destination Marketing			✓		
Visitor Services					
Enhancing the Visitor Experience	✓		✓		
Business/ community capacity building			✓	✓	



Pros	Cons
Eliminate overheads and admin costs associated with one entity (but not necessarily salaries)	BIA is just now stabilizing and it may be premature to ask them to take on significantly more responsibility
BIA is already producing events and undertaking some limited destination marketing	Destination marketing is a very specific skill set and additional expertise will have to be hired/ contracted within the BIA e.g. Tourism Marketing Manager
BIAs are structured to have inherently stable funding – current BIA allocation added to commercial property taxes is \$306,000	City is also producing events (Tour de White Rock, Canada Day, etc.) so division of responsibilities is still not entirely clear although relationship between BIA and City is reportedly good
BIAs are inherently mandatory membership models (commercial property assessments in a designated area are taxed an additional amount) so participation of businesses is equitable	A few businesses are outside the BIA defined area and would have to participate voluntarily and/or not be included



Option #4 – Eliminate the White Rock DMO and allocate tourism functions across a combination of existing White Rock organizations and contract with external DMO for destination marketing services

City of White Rock undertakes:

- Design and construction of visitor infrastructure
- Business development – policy and taxation framework
- Enhancing the visitor experience (shared with BIA)
- Oversee the creation of a Tourism Advisory Committee, development and administration of the contracted services and the implementation of the Tourism Strategy and Implementation Plan

BIA undertakes:

- Business development – business attraction/retention/mix (together with City and Economic Development Committee)
- Enhancing the visitor experience (shared with City)

Third party contract for Visitor Centres/Visitor servicing – options include: BIA, Chamber of Commerce, Tourism Surrey, Tourism White Rock or another service provider

Third party contract with external DMO for destination marketing services (guided by a White Rock Tourism Advisory Committee)

Business/community capacity building – undertaken by the Chamber of Commerce and/or the BIA (could be assisted by contracted DMO)

	City	Tourism White Rock	BIA	Chamber	Contracted DMO
Design and construct visitor infrastructure	✓				
Business development	✓		✓		
Destination Marketing					✓
Visitor Services					
Enhancing the Visitor Experience	✓		✓		
Business/ community capacity building			✓	✓	



Pros	Cons
Leverages expertise and infrastructure of Tourism Surrey's professional team in support of White Rock's destination marketing (NB: Ideally should include a dedicated White Rock Tourism Coordinator who was physically located in White Rock and a White Rock Tourism Advisory Committee recommending a strategic and marketing plan for adoption by the City of White Rock who in turn would contract with Tourism Surrey for implementation)	White Rock stakeholders may not wish to be represented by a DMO whose primary mandate is to promote Surrey
White Rock is surrounded on three sides by Surrey and for many visitors, the distinction is blurred so in many cases collaborative marketing is most effective anyway	BIA is already undertaking some destination marketing – this would have to be well coordinated or consolidated and transferred to Tourism Surrey for implementation
Eliminate overheads and admin costs associated with one entity (but not necessarily salaries)	

Option #5 – Eliminate the White Rock DMO and staff tourism functions within the City of White Rock

City of White Rock undertakes:

- Design and construction of visitor infrastructure
- Business development – policy and taxation framework; economic development
- Destination marketing
- Visitor servicing
- Enhancing the visitor experience (shared with BIA)
- Business/community capacity building

BIA/City of White Rock and Economic Development Committee undertake:

- Business development – business attraction/retention/mix
- Enhancing the visitor experience (shared with City)



	City	Tourism White Rock	BIA	Chamber	Contracted DMO
Design and construct visitor infrastructure	✓				
Business development	✓		✓		
Destination Marketing	✓				
Visitor Services	✓				
Enhancing the Visitor Experience	✓		✓		
Business/ community capacity building	✓				

Pros	Cons
Leverages existing City of White Rock staffing, management and infrastructure Ideally should include a dedicated White Rock Tourism Manager and a White Rock Tourism Advisory Committee recommending a strategic and marketing plan for adoption by the City of White Rock	Some City policies and guidelines may constrain implementation e.g. procurement, FOI etc.
A City staffed structure will be inherently accountable to the primary funder – this level of accountability should support long-term funding commitments by the City e.g. % of parking revenues	Local government does not typically have the expertise in destination marketing – a suitable candidate will have to be recruited from industry to act as the Tourism Manager
City is already engaged in design and construction of infrastructure that benefits visitors, and in the production of visitor experience enhancing events	Visitor perspective may be lost in broader mandate of resident perspective
A City staffed tourism position will be more readily able to interact and influence planning, engineering activities to the benefit of visitor experience	



Limited number of players facilitates clarity and accountability	
The City as the major funding provider would be in charge of the overall Tourism service delivery with advice provided by the Tourism Advisory Committee, and would ensure the delivery of the goals and actions outlined in the Tourism Strategy and Implementation Plan	



Funding Model

Regardless of the governance and delivery model, the tourism functions will require an annual investment of resources. Ideally, in order to generate impact in target markets, funding levels would permit the following level of investment:

Destination marketing (including event marketing)	\$140,000
Visitor Centre/In destination visitor services	\$ 60,000
Enhancing the visitor experience (festivals, events, banners etc.)	\$ 70,000
Business/community capacity building	\$ 5,000
Transition management support	<u>\$ 40,000</u>
	\$315,000

Funding sources and non-monetary contributions include:

- City of White Rock – contribution from general revenues or long-term commitment of a % of parking revenue (\$175,000)
- City of White Rock – in-kind provision of office space, phone/internet and similar office overheads (potentially in Community Centre or an allocation of Museum office space close to Visitor Kiosk depending upon assignment of tourism functions to DMO) + staff and equipment for banner hanging, festival infrastructure set up/tear down etc.
- Sponsorships – festivals and events (\$30,000)
- Volunteer hours in Visitor Centres, at festivals and events, as roving ambassadors etc.
- BIA contribution to destination marketing to be determined through further discussion
- Chamber of Commerce contribution to destination marketing to be determined through further discussion
- Cooperative marketing programs that allow businesses to 'buy-in' selectively (\$10,000)
- Destination BC Visitor Center support (\$30,000)
- Service Canada student wage support (\$20,000)
- Marketing partner leveraged participation e.g. Destination BC multi-community marketing support (\$50,000)