



**Greater Moncton and Southeast Regional Commission
Visitor Economy Master Plan
2019-2025**

Executive Summary

In June 2017, the City of Moncton issued a Request for Proposal #RFP17-061 for the development of a long term Tourism Master Plan. In March 2018, the project was awarded to a consortium led by FLOOR13 and assisted by Twenty31.

Project Scope

The City of Moncton contracted FLOOR13 to lead the development effort of the Tourism Master Plan (now referred as the Visitor Economy Master Plan), by conducting stakeholder research, site reviews of tourism assets and planning sessions with industry and government representatives, all leading to various observations and assumptions regarding the destination and ultimately key recommendations to guide the destination's future development.

Concurrently, Southeast New Brunswick's Regional Services Commission (SERSC) was conducting a similar exercise for the entire Southeast Region. After the initial report from consultant NuFocus Strategic Group, the RSC and City of Moncton decided to merge their efforts and subsequently requested a proposal from FLOOR13 to expand their Master Plan mandate to include the SE Region in addition to Greater Moncton. This expanded mandate was awarded to FLOOR13 in June 2018.

Research and due diligence that was conducted from April to September 2018 drew attention to the fact that Moncton and Southeast Region is blessed with a wealth of well-managed tourism attractions and assets and a steady flow of visitor traffic throughout the area. However, it also illustrated the opportunity costs of a lack of destination brand awareness within some primary markets and visitor profiles, and gaps within the tourism asset inventory. Overall, the research phase of the project led

Executive Summary cont'd

to the identification of growth opportunities for the destination that range from the creation of a destination marketing organization and funding, brand awareness, visitor experience, use of social media and digital marketing, product and infrastructure investment, and the potential impact of tourism on the province's economic wellbeing.

Strategic Direction 2025

Based on research outcomes, stakeholder input and destination growth opportunities, the Master Plan's Strategic Direction 2025 has been drafted as follows:

“On the success of building a year-round destination and becoming Atlantic Canada's most visited region, Moncton and the Southeast Region of New Brunswick will achieve \$652 million in annual visitor spending by 2025. This being an average increase of 4.7% per annum over the next seven years translating into a 33% increase overall”.

The Strategic Direction 2025 will ultimately drive the development of the destination's primary objectives, strategies, tactics and metrics.

Recommendations

In order to fully capitalize on the Destination Growth Opportunities and ultimately achieve the Strategic Direction 2025, the Visitor Economy Master Plan identifies seven primary recommendations for strategic development. These primary recommendations represent the foundation to establishing a long term sustainable tourism plan for Moncton and the Southeast Region.

Executive Summary cont'd

Recommendations

1. Establish an independent Destination Marketing Organization and Funding Mechanism
2. Create a strong Partnerships strategy to build on Alliances
3. Develop a Destination Brand Development and Market Positioning strategy
4. Create a Visitor Experience Design and Product Development strategy
5. Develop a Tourism Assets and Infrastructure Growth strategy
6. Work with partners on a Transportation Channels strategy
7. Produce a tactical, measurable Destination Strategic Plan

The seventh recommendation, the development of a destination strategic plan, will be one of the earliest responsibilities of the new DMO and is intended to ensure an organizational path of objectives, strategies, tactics and metrics over the DMO's initial 3-5 years of existence. The further intent is that the strategic plan will be renewed on a regular basis so that the DMO is always following a strategic path that reflects the ongoing requirements of the destination and its stakeholders.

The recommendations are followed by a series of implementation initiatives which are, in turn, organized by annual milestones so that progress can be monitored throughout the planning period.

Executive Summary cont'd

It is important to note that the governance structure of an eventual independent DMO will be industry led. Municipal and regional government stakeholders will play a role in the formation and funding of a DMO but industry will lead the governance model and overall marketing directions of the organization.

Through the successful implementation over time of the Visitor Economy Master Plan's seven recommendations, the foundation of a dynamic, year-round tourism destination will be achieved. This foundation will lead to strategic growth in a number of key areas that will culminate in a recognizable brand, enhanced visitor experience, and increased visitations from both existing and new markets, thereby ensuring the realization of the Strategic Direction 2025.

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Introduction



1. Introduction

The City of Moncton, and more specifically its Tourism and Events department, mandated in the Spring of 2018 FLOOR13 and Twenty31 to elaborate a Visitor Economy Master Plan for Greater Moncton. The master plan aims to set forth a tourism direction for Moncton by establishing overarching strategic priorities, goals and metrics to strive for over the next 7-10 years.

In June 2018, the City of Moncton and the Southeast Regional Service Commission, representing 15 municipalities and 24 local service districts in southeastern New Brunswick, agreed to expand FLOOR13's mandate by directing them to include the tourism industry from the southeastern region of New Brunswick in the development of the master plan.

As tourism world-wide continues to grow exponentially, Canada has seen its own tourism visitations grow by nearly 10% year-over-year for the last several years. In particular, the Maritimes has also experienced positive growth and an increase of hotel room occupancy of 2.2% in 2017. Tourism remains an integral part of the Maritime economy and all signs point to its continued growth.

Being New Brunswick's largest city, Moncton understands the merit in growing its visitor economy, helping to create more employment in the sector and generate more out-of-province traffic contributing to additional revenues for the area. Moncton's overall appeal, its central location and infrastructure make it a viable destination for business events, cultural and sporting events, and general leisure tourism.

Moncton recently commissioned an Event Attraction Strategy and Culinary Tourism Strategy of which some key elements have been incorporated within this master plan.



Background

2. Background

The following four sections will outline the background research, engagement and observations which lead to the formulation of the Visitor Economy Master Plan.

A- Methodology

- Rationale, research
- Stakeholder engagement and best practises

B- Vision and Mission

- Who are we?
- Where are we going?

C- Situational Analysis

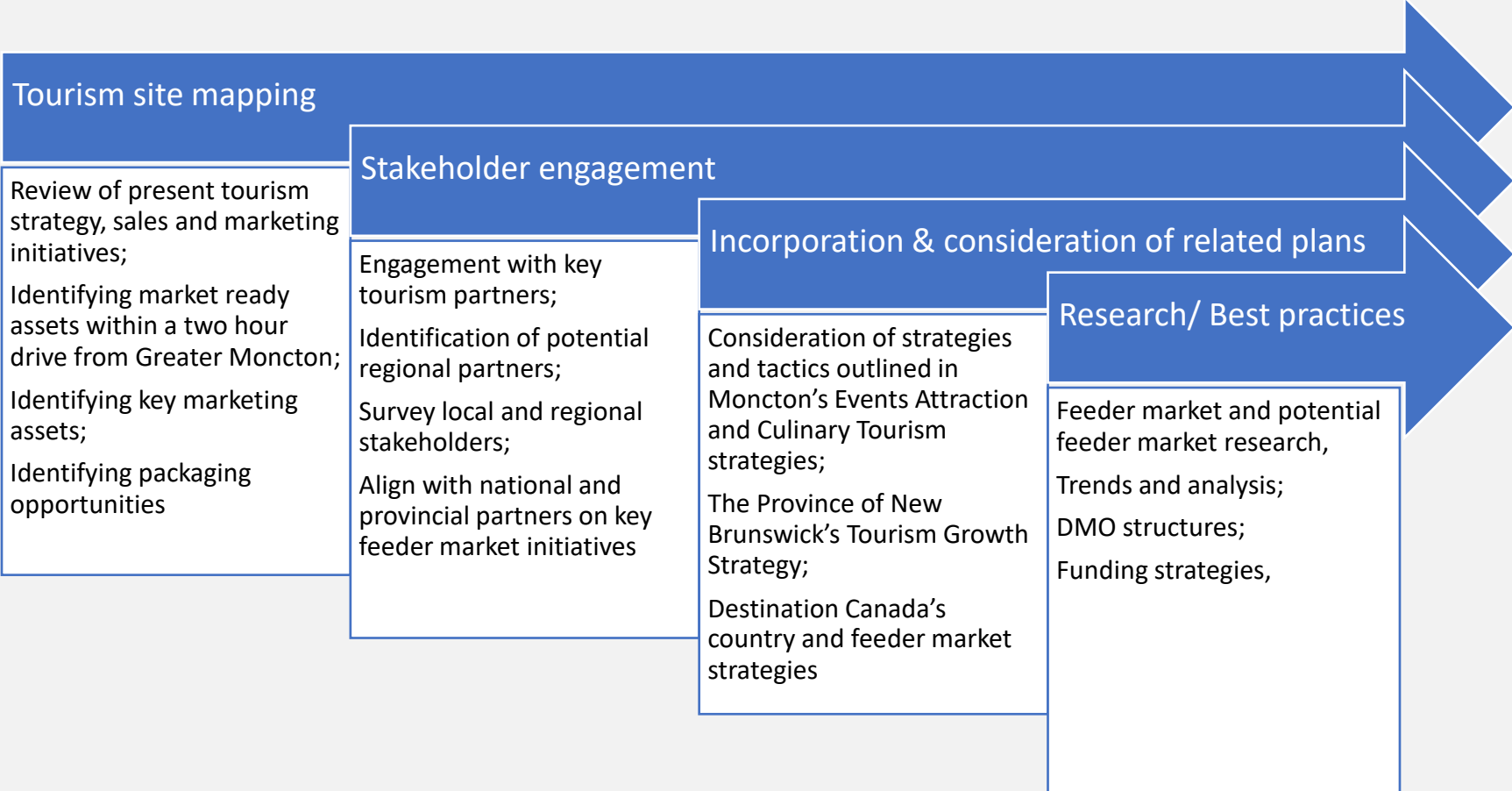
- What is the global context?
- Where do we stand within it?

D- Destination Growth Opportunities

- What will it take to achieve our goals?
- What entity or entities will get us there?

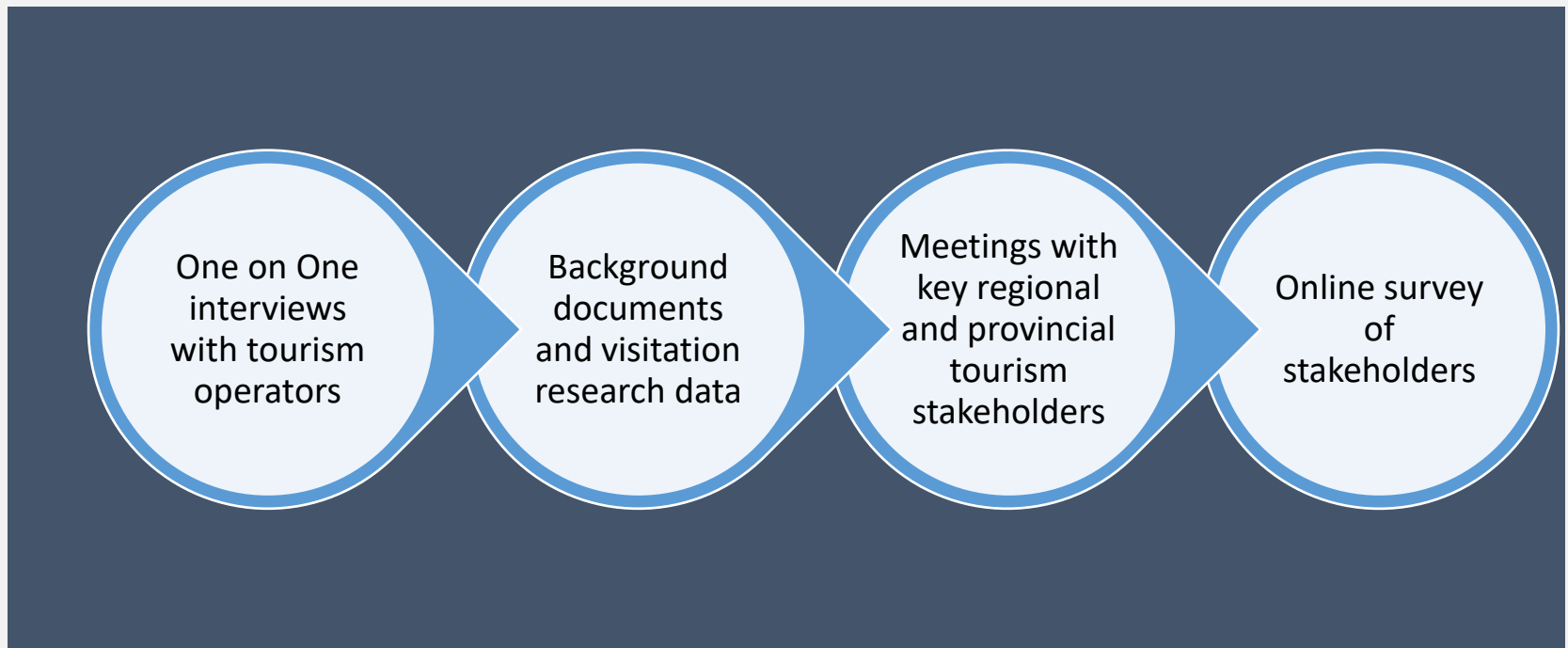
A. Methodology

In order to properly anchor the strategic direction of tourism in Moncton and the Southeast Region over the next decade, the following discovery phases were initiated in the elaboration of the master plan in conjunction with city and industry stakeholders:



Methodology con't

The Moncton and Southeast Region Visitor Economy Master Plan was created based on a series of meetings and visits with key stakeholders, a review of background documents and desk research from the hotel and attractions industries, the City of Moncton tourism division, Southeast Regional Service Commission, nearby regional municipalities and other key stakeholders from Moncton and across the Southeast Region. The master plan initiative was overseen by the City of Moncton Tourism and Events Division in close cooperation with the Southeast Regional Service Commission. Research was conducted in the spring, summer and fall of 2018.



B. Situational Analysis

The Visitor Economy and its Benefits

The visitor economy embraces a larger definition than commonly understood. The visitor economy includes all overnight and day visitors to a destination from both leisure and business segments, as well as the activities and expenditures involved in supplying products and services for these visitors by both the private and public sectors (such as transportation, food service, attractions, events and retail). It is estimated that Canada's visitor economy is worth almost \$100 billion, making it one of Canada's top export industries and accounting for 2% of the country's GDP.

What does this all mean for individual destinations? Destinations that embrace tourism benefit from an influx of new revenue streams for local entrepreneurs, service-based businesses and the destination as a whole, in turn creating opportunities for potential new development and job creation.

Some destinations may have more to offer than others. Nevertheless, ensuring a unique selling proposition (USP) which properly captures the essence of a destination's brand offering can elevate a destination from being relatively unknown to the new "must" place to visit. In order to achieve this, a destination must be realistic in its goals, target and effectively communicate to the appropriate travellers and markets, have the ability to deliver on the brand promise, and involve all stakeholders in adhering to the USP. Together, these elements can contribute significantly to the local visitor economy.

Tourism's Economic Impact

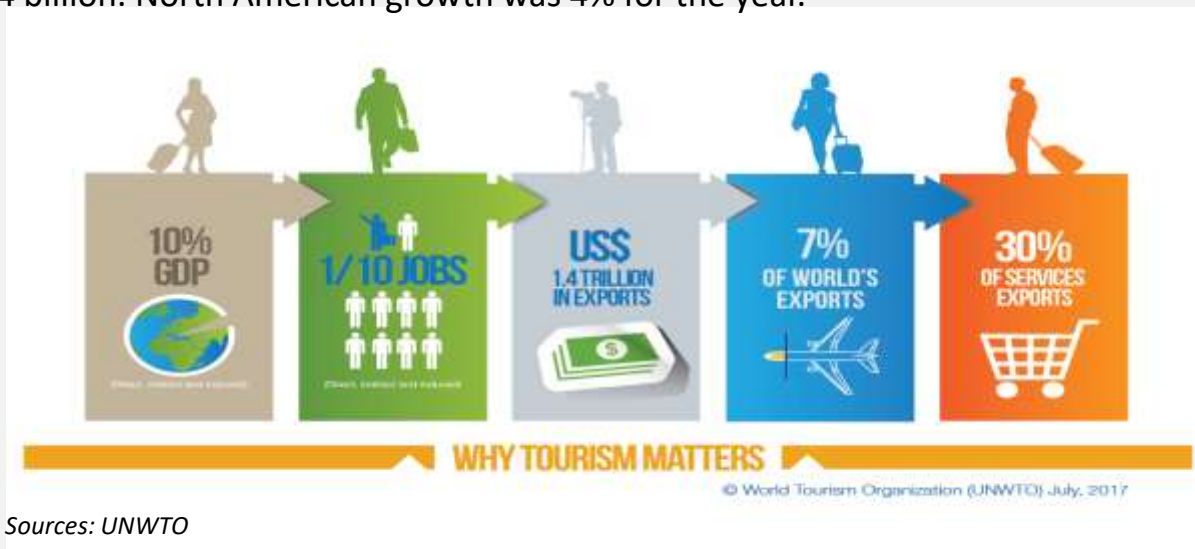
This section provides the global and local context of tourism which has informed the development of Moncton and the Southeast Region Master Plan.

GLOBAL LANDSCAPE

Tourism is a strong and resilient sector which has demonstrated uninterrupted growth over time. It is seen as the key to development, prosperity and well-being around the world, and numerous destinations have committed to tourism to drive their socio-economic progress, create jobs and diversify their economies.

According to the World Tourism Organization's long term forecast "Tourism Towards 2030", international tourist arrivals worldwide are expected to increase by 3.3% a year between 2010 and 2030, reaching 1.8 billion by 2030. The growth rate for North America was predicted to be 2.6% during the same period.

In 2018 international tourist arrivals exceeded forecasted expectations, growing a remarkable 6% and reaching 1.4 billion. North American growth was 4% for the year.



Sources: UNWTO

Tourism's Economic Impact cont'd

GLOBAL LANDSCAPE, CONT'D

Europe remains the top region for outbound travel (48%), followed by Asia (26%), the Americas (17%), Middle East (3%) and Africa (3%).

Chinese outbound tourism has grown significantly. In 2017 China became the world's largest spender on outbound tourism, bumping the USA into second place.

TOURISM IN CANADA

Consistent with global increases in tourism, Canada has benefited from strong results as well. According to Destination Canada, 2017 was a record-breaking year; there were 20.8 million overnight arrivals and the number of international arrivals from countries other than the United States was the highest it's ever been. 2018 is forecasted to do even better.

In addition to an evolving visitor mix, a notable trend over the last 15 years has been a shift from low-yield to high-yield travellers, and increased air arrivals from the US. It is believed that increases in air capacity, favourable exchange rates and a strong country brand are key factors that have contributed to inbound visitor growth in Canada.

The New York Times, Lonely Planet and Condé Nast all recognized Canada as a top international destination for 2017.

TOP SOURCE MARKETS FOR OUTBOUND SPENDING, GLOBAL

1	China
2	USA
3	Germany
4	UK
5	France

TOP SOURCE MARKETS FOR INBOUND TOURISM, CANADA

1	USA
2	UK
3	China
4	France
5	Germany

Sources: UNWTO, Destination Canada Annual Report 2017 and Monthly Reports

Tourism's Economic Impact cont'd

TOURISM IN CANADA, CONT'D

One in 11 Canadian jobs depends on the tourist economy. It is the top employer of youth and an important provider of employment for new Canadians.

To support this vital segment of Canada's economy, Canada's Tourism Vision was launched in May 2017. The Vision is a five-year, whole-of-government approach to tourism with three overarching goals:

Canada will compete globally to be a Top Ten most visited country in the world by 2025.

The number of international overnight visits to Canada will increase by 30 per cent by 2021.

The number of tourists from China will double by 2021



FOCUS ON KEY NICHE EXPERIENCES

As well as a focus on these ambitious goals, the Federal Government's Vision for Tourism has a specific focus on developing and enhancing Canada's culinary tourism as well as a focus on Aboriginal tourism—two areas which will see specific developments in 2019 and beyond.

Tourism's Economic Impact cont'd

TOURISM IN ATLANTIC CANADA

Tourism remains one of Atlantic Canada's main economic drivers and represents just shy of \$5 billion in annual revenues for the region's economy and 57,000 direct full time jobs for the region.

The four Atlantic provinces all participate in a central marketing agreement called the Atlantic Canada Agreement on Tourism (ACTA), which is responsible for marketing the region internationally (US, Europe). This three year agreement will commit approximately \$20 million in promotional initiatives aimed at increasing further foreign visitation to the region.

TOURISM IN NEW BRUNSWICK

New Brunswick Tourism, Heritage and Culture recently launched its new 2018-2025 Tourism Growth Strategy. Tourism being a top three industry in the province, the plan's main focus is to increase visitation spend to \$2 billion by 2025 through an increase in visitations, a longer length of stay and greater trip spend. Five main pillars will guide this plan:

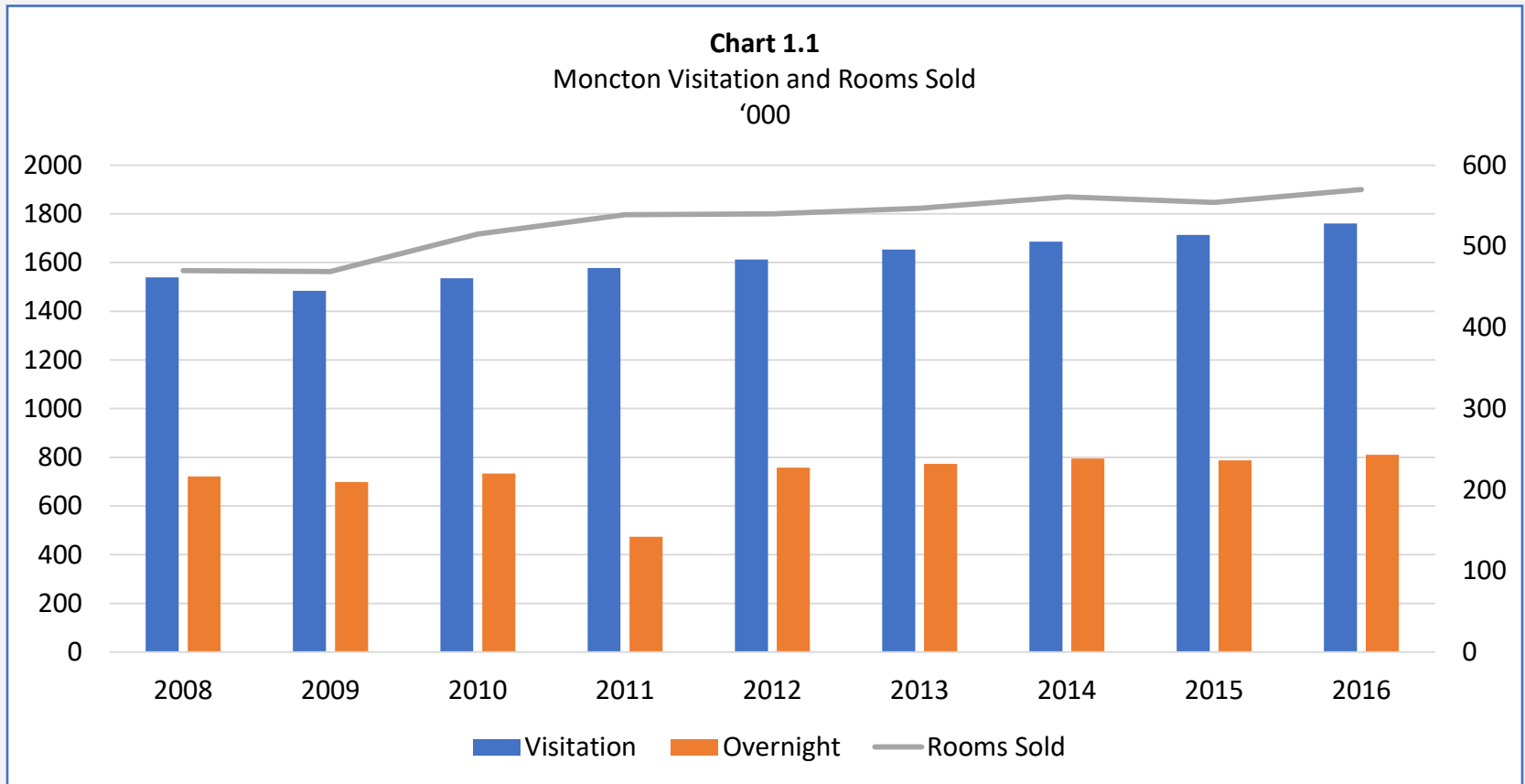


FIVE MAIN PILLARS

- 1- Elevation of tourism economic stature
- 2- Lead the country in product experience innovation.
- 3- Advance partnership investment and alignment
- 4- Brand and market ownership
- 5- Research, technology and performance metrics

Key Market Statistics for Moncton

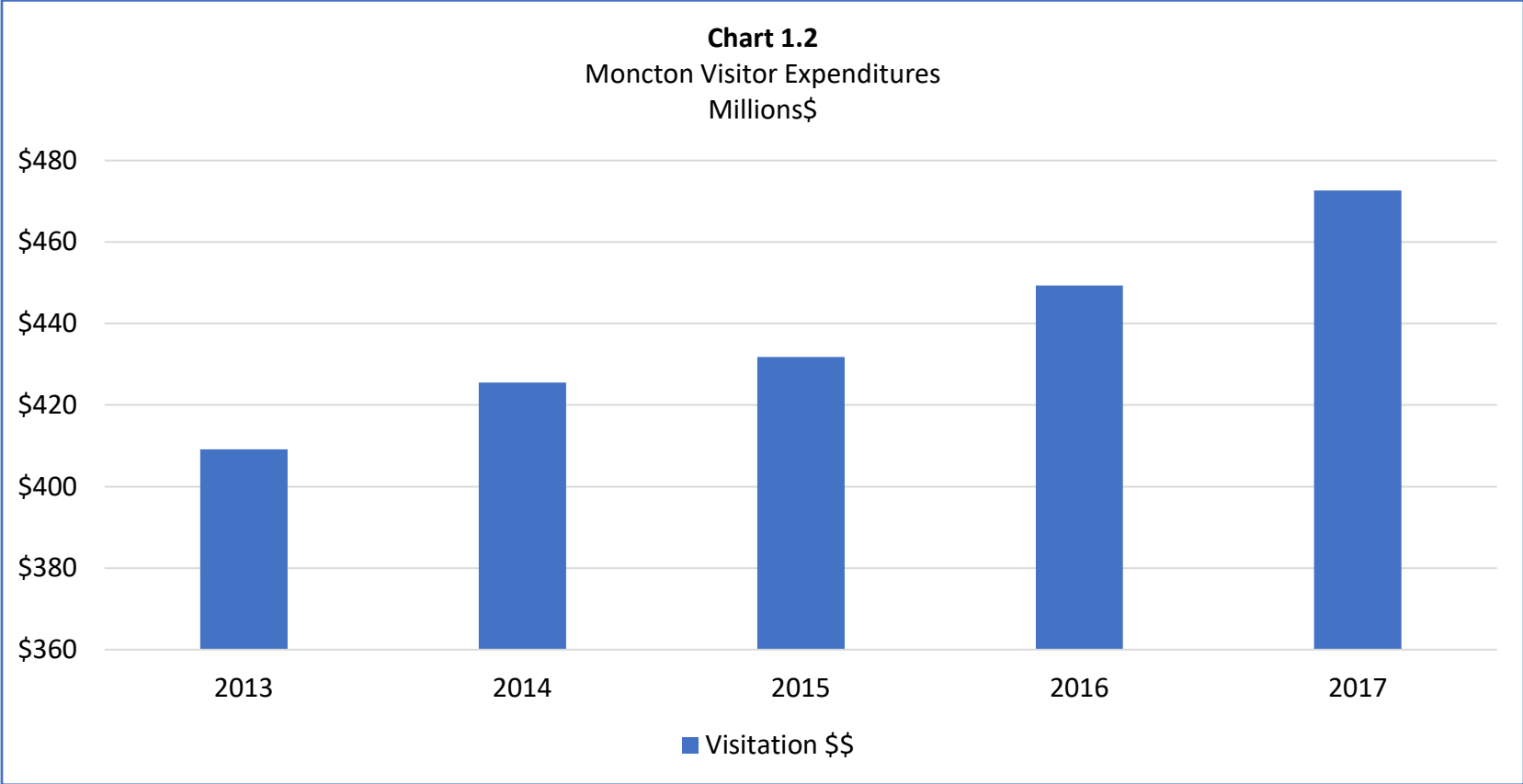
Moncton has shown consistent visitor growth and expenditures as well as the strongest hotel occupancy and average rate growth in Atlantic Canada for several years. Chart 1.1 indicates overall yearly visitation growth from 2009 to 2016 as well as rooms sold over the same period.



Source: Moncton Tourism Industry Performance Report 2016

Key Market Statistics for Moncton

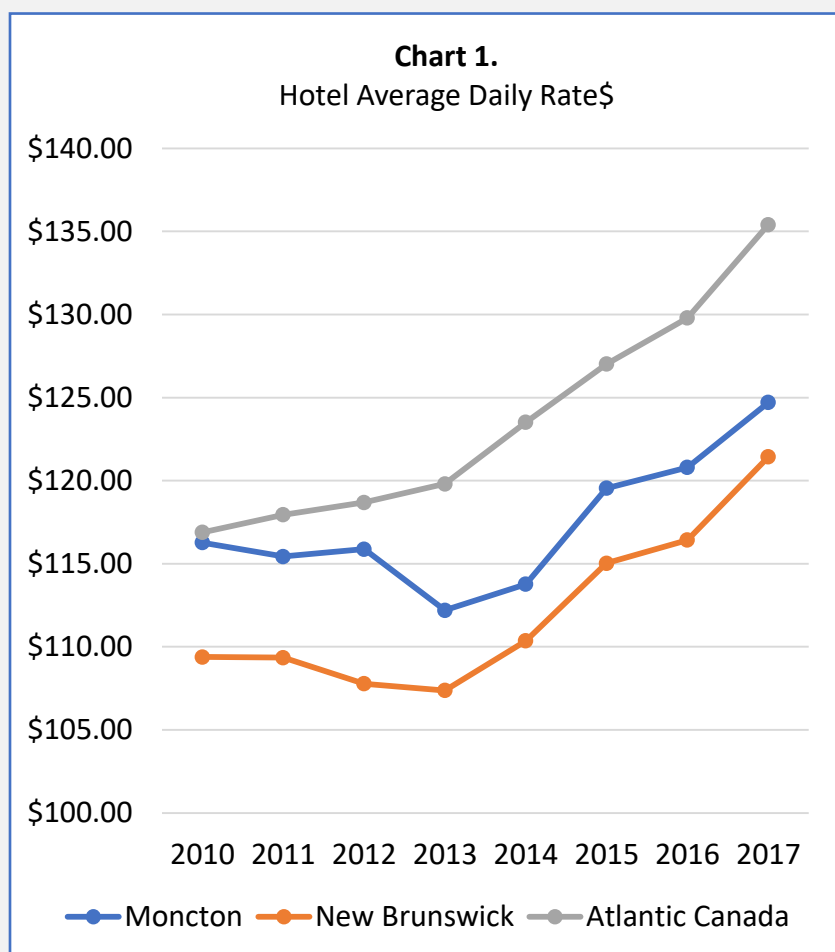
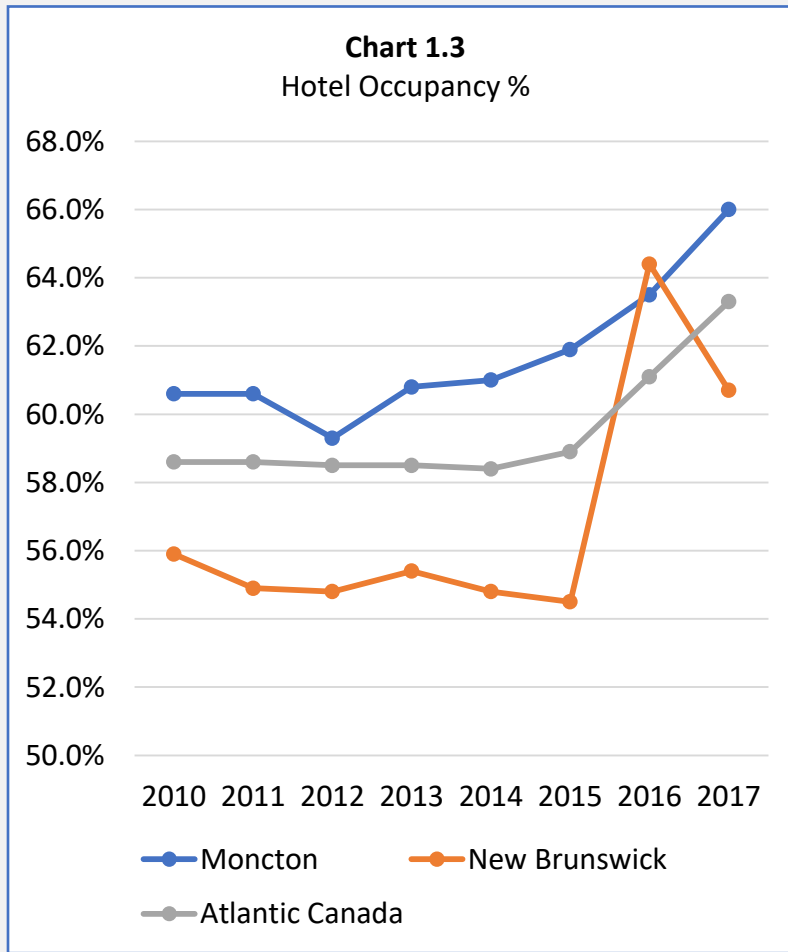
Visitor spend over the last five years has grown an average of 3.88%. 2016 (4.1%) and 2017(5%) showing the best performances.



Source: Moncton Tourism Industry Performance Report 2016

Key Market Statistics cont'd

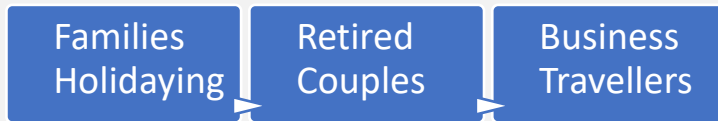
Charts 1.2 and 1.3 indicate hotel occupancy and average daily rates for Moncton, for New Brunswick, and the four Atlantic provinces aggregated together for the period 2010 to 2017.



Source: CBRE Hotel Trends Report

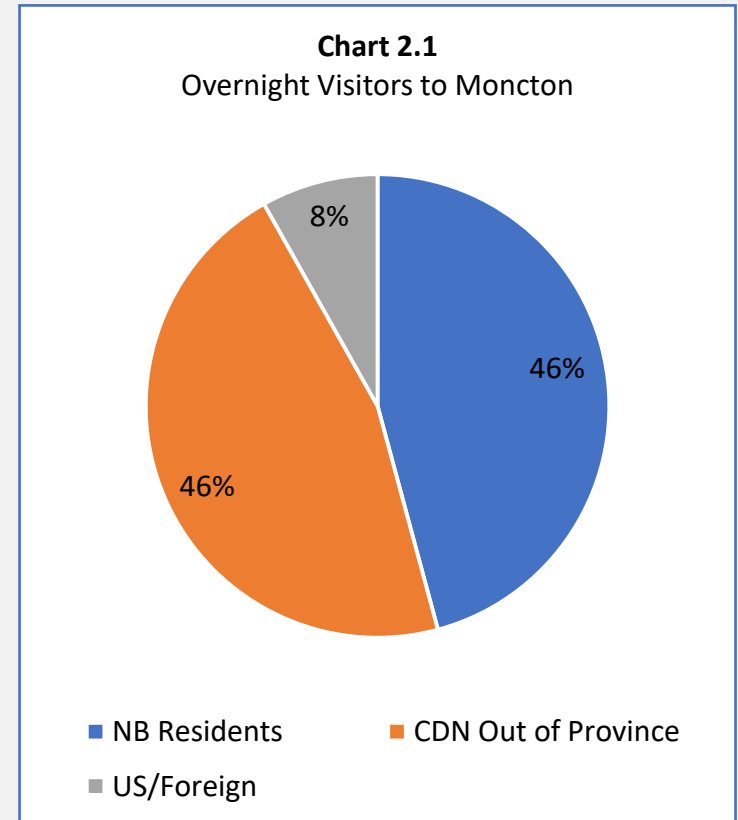
Present Source Markets and Visitor Profiles

Presently Moncton relies quite significantly (92% of visitations) on domestic overnight business, primarily from New Brunswick, other Atlantic provinces, Quebec and Ontario, with only 8% from foreign markets (eastern US and international). Current visitor profiles are:

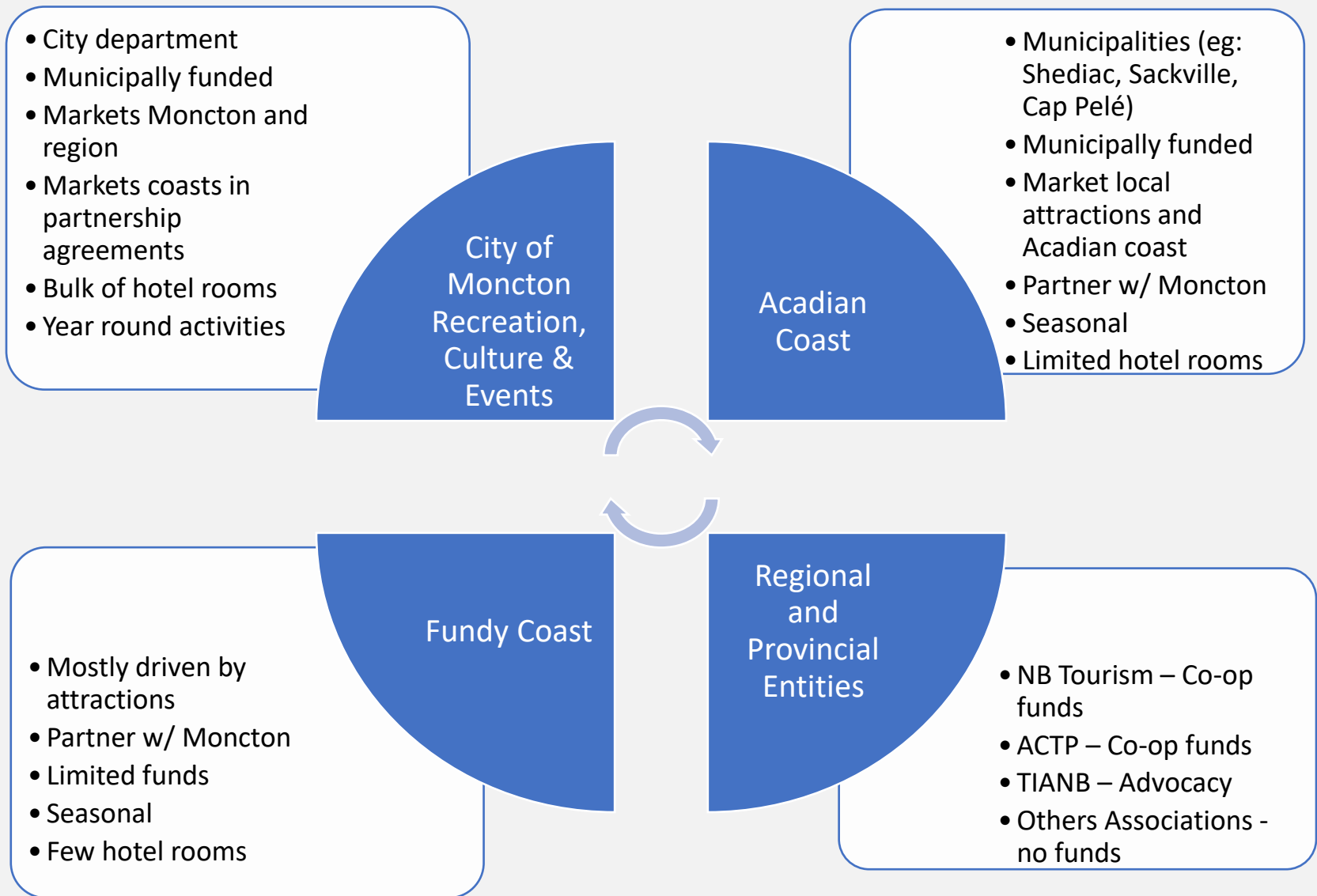


This distribution has remained approximately the same for the last decade, making Moncton highly volatile to changes within local and domestic economies. Travel and tourism being disposable commodities, Moncton may be overly exposed by relying too strongly on its domestic market and limited visitor profiles.

Current US and foreign visitations are for the most part divided between the US drive market and travel trade tours.



Moncton and the Southeast Region's Present Tourism Structure



Destination Footprint

Moncton has long been at the cross roads of the Maritimes. Location, population, demographics, industry and hotel inventory have all played a significant role in Moncton's destination footprint. Popular as a central location for regional meetings, as well as sporting and social events, Moncton has been historically challenged in its attempts to increase overnight stays and multi-day visitation volumes. Moncton has in the last several years positioned itself, in partnership with other Southeast regional entities and attractions, as a gateway hub to try and increase its overnight stays. This, in combination with a rejuvenation in local tourism offerings, culinary experiences and hotel options, has given the city a stronger footprint as a tourism destination. Nevertheless, as a city department the tourism and events sector remains limited in its marketing budget potential.

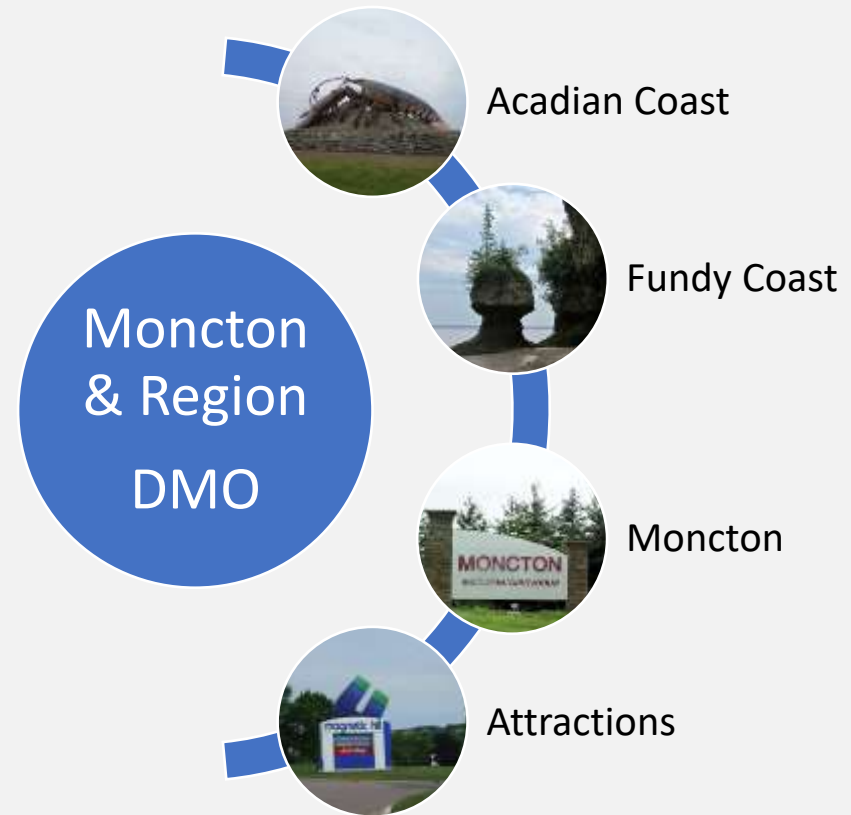
The same can be said of the other tourism destinations in the Southeast region. Limited budgets, loose tourism structure and lack of a long term tourism plan has lead to a mixed bag of initiatives and success.

The challenge is how to bring all of these interdependent partners together under one strategic alliance, with a long term master plan and dedicated sustainable tourism marketing funding.

Destination Footprint cont'd

The opportunity for future tourism growth for Moncton and the Southeast Region lies in its ability to cross market the region as one, and work under a central tourism entity with a shared strategic plan. Highlighting the greater regional tourism story while making Moncton the hub of “road trips” adds to the city’s and region’s tourism appeal.

Moncton benefits from both the largest hotel inventory in the region as well as a number of attractions which can be, for the most part, experienced during a one day stay. By adding the elements of the Acadian and Fundy Coasts, length of stay could potentially increase to 3 to 4 days.



Demand Growth Generators

Moncton and the Southeast region already has an array of solid demand generators within its tourism offering. Moncton proper, being a hub of corporate activity, maintains a robust individual corporate travel segment. Major social events have also remained steady over the years. Opportunity lies in growing the leisure, sporting, meeting and convention segments. Moncton has already set into motion plans to identify and expand on some of these demand generators through recent sectoral strategic plans. Aligning these plans into the overall Master Plan for both Moncton and the Southeast region will be essential to maximize efficiencies and strategies. The following outlines the demand generators by segment;



The Moncton hotel park inventory as well as the city's business activity has enabled the individual corporate segment to remain the city's main demand generator throughout the year. Tourism Moncton has very little, if any, control over this segment as it is solely based on the region's economy and development activity. The main concern for the industry in this segment remains a strong economic activity in the region and a hotel inventory of high quality.



The meetings and conventions segment has also been a strong supplier of business to the city. With its central Maritime location, high quality of hotels, and business sector Moncton remains an excellent meetings destination. However, the lack of a large convention facility prohibits the city from bidding on larger Canadian association and corporate conventions, leaving this business to Halifax. Nevertheless, a concentrated sales and marketing effort on behalf of the city in this market could certainly add a limited number of groups to off-peak seasons, more-so if additional convention space is developed.

Demand Growth Generators



The travel trade segment which presently accounts for a relatively small portion of visitors to the region has strong potential to grow if afforded the proper tools and strategies. This is particularly true for emerging markets such as China but also for more traditional overseas markets such as France and Germany. The key to success in this segment is to offer an array of tourism products throughout the region to encourage tour companies to extend their length of stay in the area, by having Moncton as the hub for multi-day outings.



The individual leisure travel segment is presently a strong demand generator during the summer season in southeast New Brunswick. These travellers are primarily (+90%) from, Quebec, Ontario and Atlantic Canada. The opportunity in this segment rests entirely in attracting more foreign visitors to the region. Aggressively targeting the US east coast traveller will produce the greatest short term benefits in this segment.



The trade show segment, already a core demand generator, in Moncton has an excellent opportunity to continue to grow in Moncton. With the move of the two major tenants to the new downtown Avenir Centre, the Coliseum's calendar now has a greater number of dates to offer this segment. Moncton's central Maritime location and the Coliseum's purpose built space makes it the ideal location to dominate this market for Atlantic Canada.

Demand Growth Generators

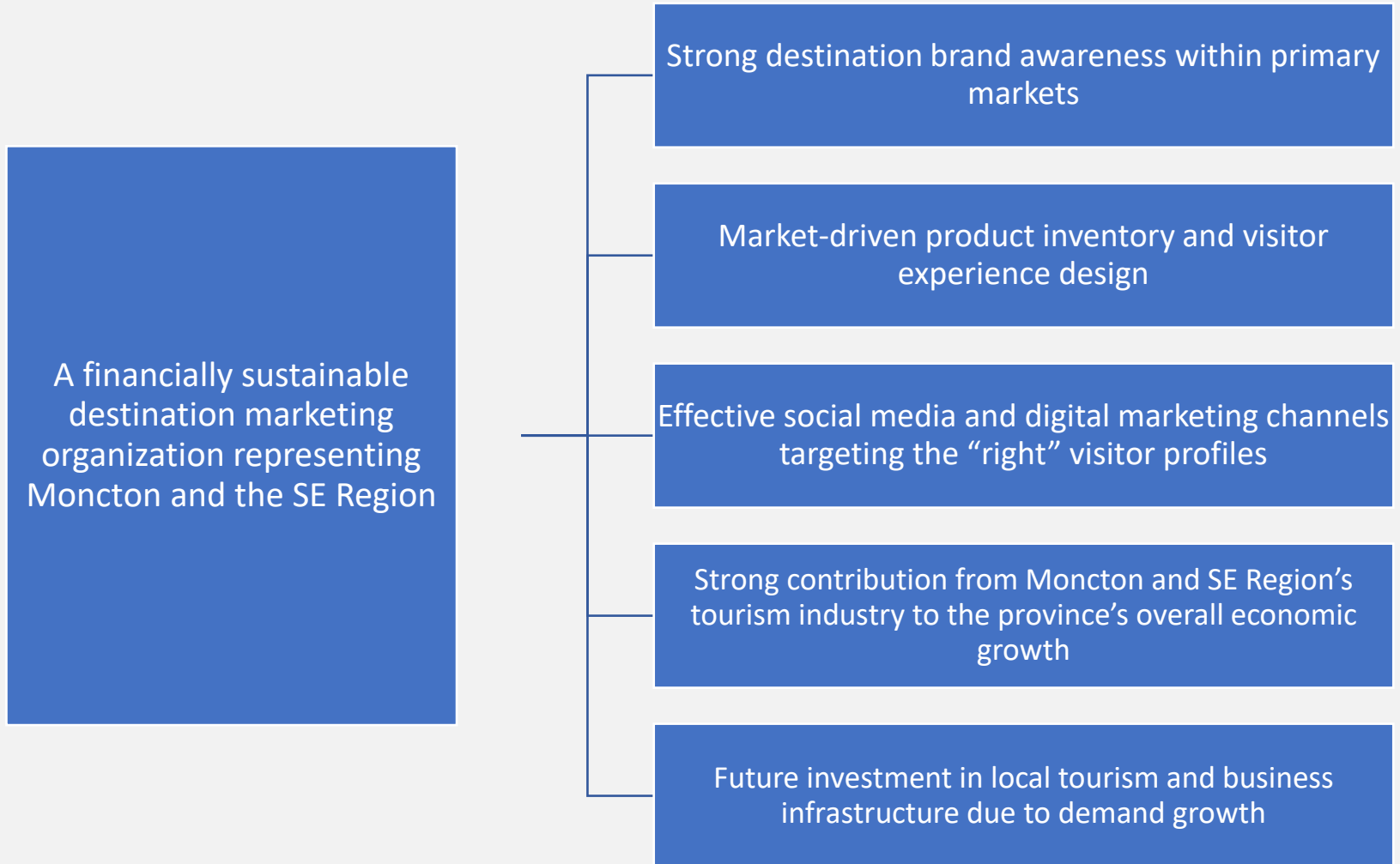


Major social and sporting events have always been a cornerstone of Moncton's demand generation. Less so in recent years, but with a renewed focus on this segment and a dedicated team with a strong major events strategy, this segment can be rejuvenated.



Moncton has undertaken a culinary tourism strategy in partnership with the Province of New Brunswick, which when added to other segment strategies will help bolster the overall regional appeal of the destination.

C. Destination Growth Opportunities



Destination Growth Opportunities cont'd

Challenges

- Presently there is no primary regional tourism body
- Lack of sustainable long-term funding
- Competitive disadvantage to Saint John, Fredericton and Halifax where DMOs are established and well-funded
- Lack of legislation for a Destination Marketing Fee

Opportunities

- Agreement among Southeast Region municipalities for a need to move forward with a regional DMO.
- Agreement among accommodation industry and municipal governments for a Destination Marketing Fee, including Mayors of Cities of New Brunswick.
- Agreement among regional tourism stakeholders for a central tourism entity to lead the region's marketing efforts.

Destination Growth Opportunities cont'd

Competitive Set Comparison

City	Funding Mechanism	\$'s Generated
Saint John	3% Voluntary DMF	\$1.1 million
Halifax	2% Legislated, Municipal	\$2.5 million
Charlottetown	3% Voluntary DMF	\$1 million
Quebec City	3.5% Legislated, Provincial	\$25 million
Gaspé Region	3.5% Legislated, Provincial	\$1.8 million
Charlevoix Region	3.5% Legislated, Provincial	\$2.5 million
Bas St-Laurent Region	3.5% Legislated, Provincial	\$1.6 million

Destination Growth Opportunities

Asset mapping

The Moncton area and the Southeast region offer an array of tourism related products and services worthy of any tourism destination. In order to evolve the tourism assets within these regions and properly identify mature tourism assets, compared to those that may need further development, the following asset mapping was conducted. Three identifiers were used to evaluate each tourism asset as to its market readiness: See full list Appendix D.

Fully Market Ready

- Infrastructure capable of hosting designated segment,
- Invests in tourism marketing,
- Ongoing renewal of product investments,
- Customer service training and implementation,
- Cross promotions with other tourism entities.

Partially Market Ready

- Infrastructure capable of hosting designated segments but needs investments,
- Limited access to certain facilities,
- Customer service training and implementation is ongoing,
- Minimal investment in tourism marketing.

Not Market Ready

- Asset is in operation but not geared to host tourism segments,
- No tourism marketing investment,
- Need for product upgrade,
- Need for customer services and implementation program

D. Vision and Mission

One of the early tasks of the new DMO will be to assemble its team and determine the Vision and Mission of the organization an aspirational Vision statement and a “what & how” Mission statement. These statements will be used to guide the DMO team as it builds the organization, and throughout the years to follow.

The following are examples only:

Vision: Inspiring the World to experience our World - time and again.

Mission: Our Mission is to foster the growth of Moncton and the South East Region’s visitor economy, by sharing compelling destination stories and providing opportunities for Canadians and global travelers to experience our hospitality.

E. Strategic Direction 2025

At a series of planning sessions carried out in Moncton in September 2018, representing private and public sector stakeholders, the following question was asked:

“How should ultimate success be defined, and what is the strategic metric that defines ultimate success by the end of the Master Plan period?”

A variety of excellent definitions of success were brought forward, ranging from visitation numbers, year-round business, trade show volumes, and market share within Atlantic Canada.

The one that seemed to resonate with a majority of stakeholders, and which is recommended by FLOOR13 for its scale and strategic impact, is achieving an appropriate share of the Province’s goal, as articulated in the “Tourism Growth Strategy: New Tourism Economy” plan: “\$2 Billion in visitor spending by 2025”.

Based on the most recent data which shows Moncton visitor spending of \$472 million, the Strategic Direction 2025 for Moncton and the SE Region is recommended as follows:

“On the success of building a year-round destination, and becoming Atlantic Canada’s most visited region, Moncton and the SE region of New Brunswick will achieve \$652 million in annual visitor spending by 2025, representing a 4.7% per annum increase.”

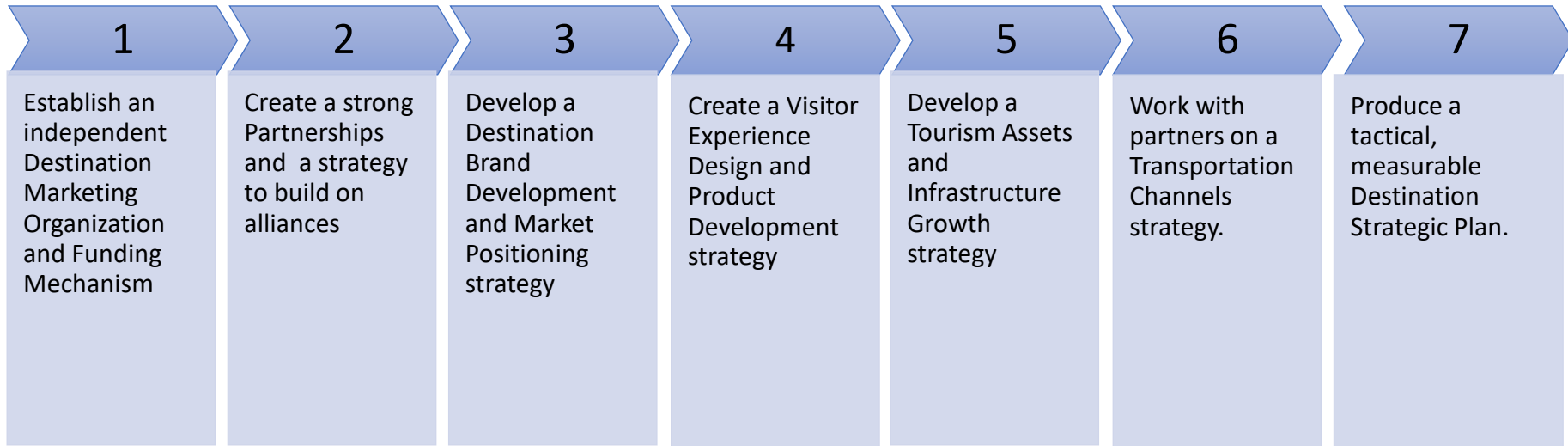
The Strategic Direction 2025 will ultimately drive the development of the DMO’s primary objectives, strategies, tactics and metrics. Confirming the organization’s Strategic Direction 2025 will be one of the DMO’s initial responsibilities.



Recommendations

3. Recommendations

In order to fully capitalize on the Destination Growth Opportunities and ultimately achieve the organization’s Strategic Direction 2025, the Visitor Economy Master Plan identifies seven key recommendations for strategic development. These strategic recommendations represent the foundation to establishing a long term sustainable tourism plan for Moncton and the Southeast Region.



Establish an Independent Destination Marketing Organization and Funding Mechanism

Tourism marketing in Moncton and the Southeast Region currently falls under the responsibility of municipal tourism and/or recreational departments. Coordination of strategies and initiatives has been spearheaded in the past by Tourism Moncton for the city and larger Southeast regional partners; however, this strategy is not formalized in any manner and funding for projects and marketing initiatives are always contingent upon municipal budgets and stakeholder contributions from year to year. Overall, the region is significantly underfunded relative to its tourism opportunity and its main competitors.

A fully fledged, not for profit DMO model for the region should be initiated by all parties in agreement and run as an independent tourism marketing agency. This DMO would have more leeway to be industry lead, build marketing programs, communicate the brand promise to key markets, initiate direct sales, assist with tourism readiness training and long term tourism development planning.

A hotel destination marketing fee (DMF) funding model would provide the funds required to execute a comprehensive tourism marketing strategy, promoting Moncton and the Southeast Region as a larger, inclusive destination. This would also guarantee a long term sustainable source of funding, which could be bolstered by marketing partnership program revenues, municipal and provincial funding, membership fees and sponsorship opportunities. Independently governed by industry and supported by regional and municipal stakeholders, the DMO would be in a much better position to promote and increase visitor volumes for the entire region, remaining politically agnostic and sustainable for the future.

Create a Strong Partnerships and Alliances Growth Strategy

Partnerships and alliances are the key to the success of a DMO. Partnerships range from direct tourism stakeholders such as attractions, hotels, airlines and convention centres, to indirect stakeholders such as local corporations, chambers of commerce, sports facilities and airports. Typical partnership profiles come in the form of financial and participation commitments based on predetermined sales, marketing and brand communication programs. They can be specific to a particular market segment, or a season, or a general destination promotion. Partnerships can also take the form of contributions that are partially financial and/or partially services/benefits.

Partnership programs tend to be initiated in conjunction with yearly sales and marketing plans and related directly to increasing tourism traffic into the region, based again on certain segments and seasonality.

As stakeholders come in all sizes and types of business activity and ability to contribute, these alliances tend to represent multiple levels of financial commitments in an effort to include the greatest number of stakeholders. Consulting, data sharing and clear and relevant communications all play a key role in a healthy and productive partnership. Partnership programs should also be reviewed and adjusted yearly based on clear and tangible metrics and outcomes. As well, with an ever-changing digital frontier, it is crucial that the DMO involve its marketing agency as part of both the development of a partnership strategy and as part of the review process.

Develop a Destination Brand Development and Market Positioning Strategy

Once the DMO is formalized and a sustainable funding model has been agreed upon and implemented, a brand identity must be developed. The brand must reflect the destination's Place DNA - an understanding of the region, its location, its appeal and its USP. A compelling call to visit. It must relate to the target clientele and not be driven by local concerns of inclusivity and/or political positioning. The clientele sees a region or a city as a sum of all its parts and not as individual elements.

Market positioning can be defined as an overall attitude of the destination and/or specific qualities of a destination. Paris = city of love, Rome = city of food, New York = where no one ever sleeps, Los Angeles = Hollywood stars. Florida = beaches, British Columbia = Super, Natural.

For example, Moncton and the Southeast Region could be defined from the eyes of a road trip. The Moncton and Southeast experience, and every element - quirky, cuisine, seafood, accommodation, brew pubs, the people, attractions, quaint villages, activities, beaches, nature - are all described from the eyes of someone on a road trip. It includes experiences within and outside of Moncton because, of course, it's a road trip. And it's based on a do-it-yourself (DIY) kind of experience whereby people create their own personalized Moncton/Southeast Road trip, accessing the DMO site to select their style of car, accommodation, culinary/brew places, attractions and activities over a 2-4 day itinerary.

Create a Visitor Experience Design and Product Development Strategy

Successful destinations have managed to align their tourism community under a consistent and well-defined design of what the visitor can experience. This ensures the traveller is well aware of what the destination will offer throughout their travel experience. Aligning stakeholders goes far beyond being friendly and welcoming.....visitor experience design consists of a large spectrum of elements including:

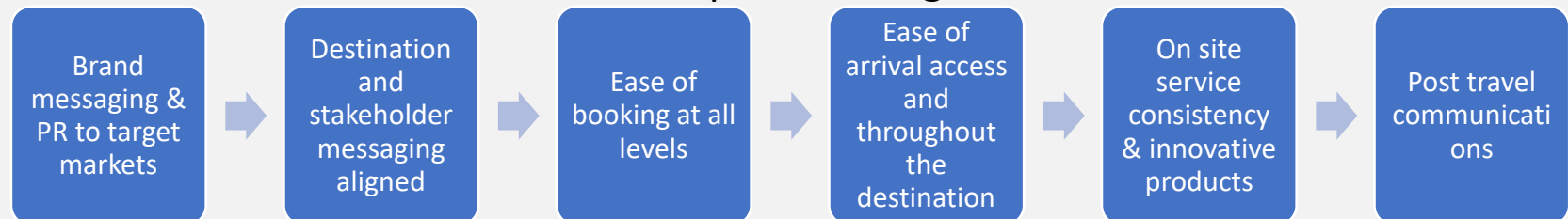
- Communications and marketing messaging
- Ease of booking
- Ease of access
- Tourism community working together to deliver exceptional experiences and memory
- Being on the cutting edge of market trends
- Ensuring the tourism products and experiences are memorable

Product development flows much in the same manner and aims to identify gaps in the visitor experience, and to fill those gaps by ensuring both existing and new products are relevant to the desired visitor experience.

Traveller's path to purchase



Visitor experience alignment



Tourism Assets and Infrastructure Growth Strategy

Some destinations have the benefit of history, others have natural assets, and others a reputation for a particular way of life, all of which sets them apart within the tourism spectrum. Destinations which have the benefit of all three, such is the case with Moncton and the Southeast Region with its Acadian history, its abundance of natural offerings, and its Maritime vibe and culture, are in a position of having competitive advantage. With an array of well developed tourism asset categories throughout the southeast region, the destination is well positioned to continue to grow its tourism infrastructure.

When considering a tourism asset and infrastructure growth strategy it is crucial to have all the right players at the table; DMO, cities, economic development, regional governments and stakeholders. With a comprehensive mapping of present assets and their market readiness, the following considerations are to be considered as benchmarks for growth:

- Alignment of product diversity with the destination's overall brand footprint,
- Identification of missing and/or under-utilized assets and investment opportunities,
- Assets that will enhance the overall year-round tourism offering,
- Infrastructure that will deliver a strong economic benefit to the community and will attract new markets and employees,
- Assets that are innovative in nature and not simply adding to an existing offer,
- Assets that create consensus within the tourism stakeholder community and align with the visitor experience design.

Work with Partners on a Transportation Channels Strategy

A new DMO will need to work in conjunction with transportation channel partners in an effort to increase the ease and options of travelers coming to the region, and travelling within the region. In cooperation with the Greater Moncton International Airport, the DMO needs to identify feeder markets which would increase tourism traffic to the region, and work with airport management to solicit the airlines to increase lift into Moncton. This could be seasonal and/or year round. This also feeds into the overall visitor experience model.

The DMO can also lead the initiative to ensure that an appropriate number of options are available to visitors to travel to and from attractions within Moncton and throughout the South East Region. This could include appropriate availability of rental cars, public and private shuttle bus services, and biking options.

As well, the DMO must work in conjunction with municipalities and the province to ensure that roads and highways are upgraded to handle increasing numbers of motor vehicles and bicycles, and that there is a consistent and informative system of tourism signage, way-finding, and comfort stations.



Produce a tactical, metric-based Destination Strategic Plan

With a long term Visitor Economy Master Plan in place and its primary recommendations in various stages of implementation, it will be incumbent on the new DMO to implement a short term strategic plan. This ensures that while macro destination-altering initiatives are underway such as building brand awareness, visitor experience design and infrastructure improvements, the DMO is quickly identifying and impacting the key markets that will bring increased visitations to the destination and growth to the visitor economy. This initial strategic plan should set the sales and marketing direction for the DMO over its initial 3-5 year period. The strategic plan should include:





Milestones and Appendixes

Major Milestones Timeline

2019	2020/2021	2022	2025
<ul style="list-style-type: none">• Visitor economy master plan delivery• Benchmark DMO modelling• Establishing funding model• DMO formation approval• DMO funding implementation• Hire DMO CEO & staff• Partnership initiative• DMO branding & market positioning• Experience gap modeling• Asset & Infrastructure mapping• Transportation committee• Development of Strategic Plan (S&M)	<ul style="list-style-type: none">• Monitor funding and report back to province• Experience modeling training program• Transportation gaps analysis & action plan• Implementation and monitoring of Strategic Plan (S&M)• Metrics reporting	<ul style="list-style-type: none">• Renew Strategic Plan• Metrics reporting	<ul style="list-style-type: none">• Achieve Strategic Direction 2025 of \$652 million in annual visitor spending

Short Term Initiatives

While the process of implementing the plan's long term initiatives is under way, the City of Moncton's Tourism & Events team can remain focused in 2019 on short term initiatives in an effort to continue attracting overnight visitations. The following short term initiatives will take place in parallel to this plan.

Sales	Marketing	Media/PR	Product Development
<ul style="list-style-type: none">• Attending key trade shows and sales missions in feeder markets (travel trade, consumer and corporate) with industry partners.• Organizing targeted sales initiatives aimed at the trade show industry to promote Coliseum open dates.• Solicitating concert promoters to include Moncton as a stop for touring bands• Offer new regional itineraries to travel trade	<ul style="list-style-type: none">• Develop brand & positioning• Initiating upgraded web site• Hire digital marketing firm• Initiating spring/summer ad campaigns w/ TNB• Implementing upgraded storytelling on social and digital medias• Align marketing messages and promotion with Acadian festival and other regional events• Form an industry stakeholder marketing committee to align marketing directions for 2019	<ul style="list-style-type: none">• Promote destination to travel influencers from Canada, US, France and UK• Book in-market sites with media• Identify core travel influencer sites and initiate a dialogue on the region's best attributes	<ul style="list-style-type: none">• Work with local industry stakeholders to partner on promotional initiatives aimed at visitors• Continue to work with local attractions and experiences to increase market readiness and promotional opportunities.

Appendix A – Key Stakeholders

The following stakeholder organizations were consulted in person or by phone during the Master Plan research process:

Attractions/Commercial Enterprises/Destinations

- Hopewell Rocks
- Magic Mountain
- Magnetic Hill Zoo
- Olivier Soapery
- Broadleaf Guest Ranch
- Wendy Johnson Pottery
- Shediac Bay Cruises
- Ecocentre Homarus
- NB Explorer
- Le Pays de la Sagouine
- Wharf Village
- Magnetic Hill Winery
- Verger Belliveau Orchards
- Monument Lefebvre
- Cultural Coast
- Avenir Centre
- Cape Enrage
- Greater Moncton International Airport
- Greater Moncton Chamber of Commerce

Public Sector/Associations

- Greater Moncton Hotel Association
- Université de Moncton
- Parks Canada
- City of Dieppe, Towns of Riverview, Shediac, Sackville, Villages of Cap Pelé, Riverside Albert
- City of Moncton: Recreation, Culture & Events; Events Moncton; City Manager; Economic Development
- Albert County Tourism Association
- NB Ministry of Tourism, Heritage and Culture
- Southeast Regional Service Commission

Appendix B – Online Survey of Tourism Stakeholders

In addition to the in-person outreach conducted with key stakeholders, a broader online survey was sent to 178 tourism organizations and related stakeholders in Moncton and the Southeast region. The survey generated a 30% reply rate. Private sector companies accounted for 51% of the respondents, 24.48% came from municipal entities, 12.24% from industry associations and non-profit organizations, 8.16% from provincial/federal departments and 4.08% from provincial or federally-owned organizations. 73.59% of the respondents have been in the tourism sector for over 5 years and 88.67% of these business are open year round. The key findings include the following highlights:

Stakeholders identified the following as Moncton's top tourism assets:

- 1- Magnetic Hill/Magic Mountain/Zoo
- 2- The Tidal Bore
- 3- Events and festivals
- 4- Avenir Centre
- 5- Its central Maritime location

and identified the following as the Southeast regions top tourism assets:

- 1- Fundy Park/Trail
- 2- Hopewell Rocks
- 3- Shediac/Parlee Beach
- 4- Beaches on both coasts
- 5- Kouchibouguac Park

And these top attributes which differentiate Moncton and the Southeast region as a destination:

- 1- People/Acadian Culture/Bilingualism
- 2- Beaches
- 3- Attractions/Restaurant scene
- 4- Fundy Coast/landscape
- 5- Seafood/Lobster

Stakeholders felt that the current state of tourism in Moncton as it relates to the following categories was average but had very strong to excellent growth potential of 94.33% combined:

	Poor	Average	Strong	Excellent
Seasonality	12.24%	69.38%	18.36%	0%
Environmental impact	10.20%	71.42%	18.36%	0%
Destination marketing	30.76%	48.07%	17.30%	3.84%
Infrastructure	5.76%	51.92%	36.53%	5.76%
Service delivery	6%	54%	38%	2%
Dispersal of visitors in region	7.69%	48.07%	30.76%	0%
Cultural & social impact	1.88%	41.50%	49.05%	7.54%
Contribution to local economy	0%	37.73%	50.94%	11.32%
Growth potential	0%	5.66%	56.6%	37.73%

Stakeholders also felt that the current state of tourism in the Southeast region as it relates to the following categories was average but had a growth potential rating of 85.18% combined,

	Poor	Average	Strong	Excellent
Seasonality	24%	56%	18%	2%
Environmental impact	11.76%	68.62%	17.64%	0%
Destination marketing	26.41%	54.71%	15.09%	3.77%
Infrastructure	13.20%	71.69%	15.09%	0%
Service delivery	11.53%	48.07%	36.53%	3.84%
Dispersal of visitors in region	4%	35%	13%	0%
Cultural & social impact	5.60%	47.61%	41.50%	7.54%
Contribution to local economy	1.85%	35.18%	55.55%	7.40%
Growth potential	1.85%	12.96%	50%	35.18%

The top rated tourism challenges that stakeholders felt were facing the region are:

- 1- Lack of tourism marketing
- 2- The need for sustainable funding through a DMF or hotel levy
- 3- The need for a dedicated DMO/Tourism entity
- 4- More partnerships at all levels and across the region required
- 5- More tourism infrastructure and product required

Stakeholders indicated at an overwhelming rate of 89% that marketing efforts and initiatives were not presently sufficient in Moncton and Southeast region.

Stakeholders indicated that the best way to grow tourism in Moncton and the Southeast region, while balancing tourism growth implications, was to:

- 1- Increase visitation in the shoulder seasons
- 2- Have more and better tourism marketing
- 3- Increase product development
- 4- More partnerships within the region
- 5- Create a Destination Marketing Organization (DMO)

Stakeholders also define tourism success in the future for the region as:

- 1- Increased shoulder and off season visitations
- 2- Growth of tourism offerings and products
- 3- More partnerships across the region
- 4- More yearly visitations from outside the traditional Maritime markets
- 5- An extended length of visitor stay

Stakeholders surveyed were overwhelmingly in favor, 72.5%, of establishing a not for profit independent sustainable Destination Marketing Organization (DMO) for the region.

Finally, of the stakeholder businesses surveyed, 61.52% say they plan major changes/upgrades/renovations in the next 24 months. 26.92% of those changes are planned within the next 6 months. 28% plan to spend over \$500K on these upgrades, while 30% plan on spending between \$50K - \$150K on their renovations.

Appendix C - Canadian DMO Funding Models

Victoria (\$10 Mil)	Calgary (\$10 Mil)	Winnipeg (\$9 Mil)	Kingston (\$1.6 Mil)	Saint John (\$2 Mil)
<ul style="list-style-type: none"> • Funded from: • Municipal and Regional District Tax (MRDT) 3% • Membership • Grants (Destination BC for Visitor Services, City of Victoria, Saanich) • Destination Marketing Fee (DMF), in partnership with 21 hotels • Visitor Centre Revenues 	<ul style="list-style-type: none"> • Funded from: • City • Voluntary Destination Marketing Fund (DMF) 3% • Partnerships 	<ul style="list-style-type: none"> • Funded from: • 5% City Accommodation Tax. \$9m in tax revenue (2017) • 75% of funds to Economic Development Winnipeg (includes the DMO) and the RBC Convention Centre • 25% to the Special Events Marketing Fund to attract events and conventions 	<ul style="list-style-type: none"> • Funded from: • City \$1.3m • Kingston Accommodation Partners (hotels) \$300k • KAP uses the remaining funds from their 3% DMF (approx. \$1.3m) to promote and market the hotels and destination • City in the process of adopting the new Municipal Accommodation Tax 	<ul style="list-style-type: none"> • Funded from: • City • Hotel Association: • 10 member hotels representing 1000 rooms participate in a 3% voluntary DMF • DMF revenue \$1.1m annually

Acronyms

AC	Air Canada	INT'L	International
ACTA	Atlantic Canada Agreement on Tourism	KAP	Kingston Accommodations Partnership
ACTP	Atlantic Canada Tourism Partnership	MC&IT	Meetings, Conventions & Incentive Travel
CDN	Canadian	MRDT	Municipal & Regional District Tax
CEO	Chief Executive Officer	NB	New Brunswick
CRM	Customer Relations Management	OGHA	Ottawa Greater Hotel Association
DC	Destination Canada	ONT	Ontario
DMO	Destination Marketing Organization	OT	Ottawa Tourism
DMP	Destination Marketing Program	QUE	Quebec
DYI	Do it yourself	RCS	South East Regional Service Commission
EQ	Explorer Quotient	RTO	Regional Tourism Organization
EUR	Europe	TIANB	Tourism Industry Association of New Brunswick
F13	FLOOR13	TT	Travel Trade
FAMS	Familiarization Trips/Tours	UNTWO	United Nations Tourism World Organization
F&B	Food and Beverage	UPS	Unique Selling Proposition
FIT	Fully Independent Traveller	US	United States
GDP	Gross Domestic Product	UK	United Kingdom



&

SOUTHEAST
Regional Service Commission

City of Moncton
&
Southeast Regional Service
Commission

Visitor Economy Master Plan

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