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November 18, 2000

2000-20-TRICI

Mr. Richard McKenna, City Clerk
 City of Richmond
 6911 No. 3 Road
 Richmond, BC V6Y 2C1

Dear Mr. McKenna:

At the request of councillor Linda Barnes, Tourism Richmond would like to make a presentation to the General Purpose committee of Richmond City Council on Monday, December 18, 2000.

We will brief the members of the committee on our marketing program and update them on the activities of our organization. Our presentation should take approximately 10 minutes and it is our understanding that there would be a short period of time allotted to any discussion that may arise.

Thank you for your consideration to this request.

Yours truly,

Rob Tivy
 Executive Director





City of Richmond

6911 No.3 Road, Richmond, BC V6Y 2C1
Telephone (604) 276-4000
www.city.richmond.bc.ca

November 21st, 2000
File: 0060-20-TRICI

Tourism Richmond
11980 Deas Thruway
Richmond, BC V6W 1L1

Attention: Mr. Rob Tivy,
Executive Director

Dear Mr. Tivy:

Re: Update on Marketing Program and Tourism Richmond Activities

In response to your correspondence dated November 18th, 2000, this is to confirm that arrangements have been made for you to appear as a delegation on the above matter at the open General Purposes Committee meeting scheduled for Monday, ~~November 18th, 2000~~ at 4:00 p.m. in the Anderson Room, located on the 2nd floor, of the new Richmond City Hall.

Yours truly,

J. Richard McKenna
City Clerk

cc Mayor Greg Halsey-Brandt, Chair
General Purposes Committee



TOURISM RICHMOND

2000 – 2005 MARKETING PLAN

SUMMARY

TOURISM RICHMOND

2000 - 2005 MARKETING PLAN

Summary

INTRODUCTION

Tourism Richmond's 5-year marketing plan consists of an extensive stakeholder diagnostic and situation analysis, together with marketing plan objectives, strategies and calendar of activities. This summary will provide an overview and give the reader an understanding as to how the strategies and activities defined within the plan were developed. It offers our members and cooperative partners a guideline for joint venture marketing activities.

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TOURISM RICHMOND

2000 – 2005 MARKETING PLAN

Situation Analysis

OVERVIEW

Richmond is conveniently located within Greater Vancouver, a popular and growing destination on an international level. The Vancouver International Airport is located in Richmond and with expansions and the open skies agreement, is host to 75 direct flights from North American cities. With easy access to the US border, Richmond sees the majority of visitors driving from the US to BC. Richmond has over 4,000 hotel rooms with many new quality properties and a mix of residences, agriculture, shopping, nature, Asian culture, and Steveston Village, making Richmond a convenient place to spend a few hours or a few nights. For many visitors, Richmond is simply one of the places they spend their time while in BC, especially as downtown Vancouver is a half hour drive away and Richmond is en route between Vancouver and Victoria.

Richmond is currently facing new challenges and new opportunities. The fact that Richmond had one of the highest occupancy rates in BC has not gone unnoticed as room supply has almost doubled since 1991. As a result, occupancy rates have plummeted, along with room rates. Tourism Richmond received approval to collect a 2% hotel tax in 1999, has much larger marketing resources as a consequence, and is working on building a trade & exhibition centre.

This trade and exhibition centre comes with high expectations from the tourism industry in Richmond. According to the *Tourism Richmond Stakeholder Diagnostic* completed by the Linda Lee Group Inc. / Hayes Management Consulting in February 2000, Tourism Richmond's stakeholders "have high hopes for the proposed Richmond trade & exhibition centre and see it as helping Richmond to solve its low occupancy levels in the longer term".

In the short term, the challenge will be to increase the percentage of visitors who are stopping in Richmond versus those who are merely passing through. The proximity of Richmond to Vancouver is seen by stakeholders as a competitive advantage as millions of visitors are already planning to visit Greater Vancouver. The task will be for Tourism Richmond to convince these visitors to spend some of their time in Richmond.

MARKET REVIEW

- a. Richmond has experienced the most significant declines in occupancy levels and room rates in greater Vancouver (due to almost doubling in supply since 1991). While both downtown Vancouver and Richmond hotels have experienced an increase in supply, Richmond hotels have significantly reduced their room rates in comparison to downtown Vancouver, such that Richmond room rates as a percentage of downtown Vancouver's are at a 60% to 70% level.
- b. The geographic origin of most of Greater Vancouver's visitors are, in order of importance: British Columbia, Ontario, Alberta, Washington, and California (making up 62.7% of total visitation to Greater Vancouver).
- c. The strongest growth market for Greater Vancouver is the US, with an increase of 11.7% in 1998 over 1997. More recent numbers from Tourism British Columbia indicate that the strongest growth market for BC is also the US.
- d. One in seven Canadian visitors to Greater Vancouver come for business purposes while one in twenty-six come specifically for conventions. One in nine US visitors to Greater Vancouver come for business purposes. However, US business visitors spend almost 1.5 times the amount spent by the average US visitor.
- e. The most important provinces for business travel to Greater Vancouver are BC and Ontario while the most important states for business travel to Greater Vancouver are Washington and California. However, it must be noted that only a portion of business travel can be influenced by the destination: conventions and tradeshow can be influenced but general travel for business operations usually cannot.
- f. The US meetings and convention market is worth \$41.8 billion (US) and growth has been relatively flat from 1991 to 1997. The conventions market is dominated by the most than 135,000 associations in the US. Total attendance was almost 80 million in 1997. Conventions are usually the annual meeting of an association, the location of which is usually selected two to five years in advance. The most popular month for conventions is June, followed by May, March, April, July, and August.
- g. The tradeshow industry in the US and Canada includes 2,272 tradeshows and 1,762 combination shows in 2000. Net square footage for total expositions (including consumer shows) and average square footage is expected to reach record levels due to increased booth size. Total exposition attendance is expected to increase by 23% to a total of 125.8 million. Total tradeshow attendance is projected to be 21.4 million and combination show attendance to be 44.9 million. However, the number of exhibitors is expected to decline due to corporate consolidations.
- h. More analysis is recommended to compare the proposed Richmond trade & exhibition centre with trends in the meetings, conventions, and tradeshow industry to augment the current feasibility study.

COMPETITIVE OVERVIEW

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- a. Competition for Tourism Richmond and the proposed Richmond Trade & Exhibition Centre (RTEC) varies depending on the target market segment. In term of the leisure travel market, Tourism Richmond's competition varies by geographic market segment and trip purpose. Each segment has different destinations in its competitive set. Once a visitor has made the decision to visit British Columbia, other cities in British Columbia become Richmond's competition. In terms of the convention and tradeshow market, direct competition will vary depending on the final size and configuration of the RTEC and the specific market segment.
 - b. Convention and visitors bureau's across Canada and the United States saw overall increases in occupancy level and average daily rates resulting in an average increase in bureau budgets of 10.4% over 1998. Vancouver's budget growth (-7% in 1999) is not keeping pace with the budget growth of its primary competitors (with the exception of Seattle, which also experienced a budget decline in 1999 over 1998).
 - c. Vancouver is competitive in terms of total budget (\$6.45 million US) with its close-by Canadian competitors with nearly double the budget of Calgary and six times the budget of Edmonton. Looking at Canadian competitors for convention business, Montreal has a significantly higher budget at \$10.4 million than Vancouver, however Toronto lags behind Vancouver with a budget of \$5.9 million. Relative to its primary US competitors, Vancouver's budget is competitive with Seattle and Portland. However, the California bureaus have significantly higher budgets to aggressively market the destination to both leisure markets and business travel markets.
 - d. Although Tourism Richmond is not competitive in terms of its budget relative to its competition, it does derive a benefit from the considerable marketing resources of Tourism Vancouver, and less directly the resources of the Tourism Whistler, Vancouver Coast & Mountains Tourism Association and Tourism British Columbia. The collective marketing efforts of these organizations bring leisure travelers, business travelers and meetings and conventions to Greater Vancouver and Whistler, benefiting Richmond. A coordinated approach with these destination marketing organizations will provide Tourism Richmond with a competitive advantage.
 - e. Vancouver enjoys a competitive advantage in terms of total room inventory over its close-by competitors of Calgary, Edmonton and Portland. However, Seattle has 30% more room inventory than Vancouver. Its other long-haul competitors; Los Angeles, San Diego and San Francisco, have a distinct competitive advantage in room inventory. Richmond, with a total inventory of over 4,000 rooms, a good mix of room types and half of its inventory built within the last 9 years, offers a competitively priced option to downtown Vancouver for the budget conscious leisure and business traveler.

COMPETITIVE OVERVIEW (cont'd)

- f. Vancouver has a competitive advantage in terms of room rate relative to its competition in the Western United States. Among Canadian cities, Vancouver sits at the top end of room rates, with the close-by cities of Calgary and Edmonton competing at a lower price. Richmond, with room rates averaging 63% of downtown Vancouver rates, is very competitive in terms of price.
- g. The trend in North America in convention and exhibition facilities is towards expansions and improvements with 1 million square feet of new and expanded exhibit space opened from August 1998 to July 1999. The average amount of exhibit space in North America is 314,000 sq. ft. and the average expansion is around 216,000 sq. ft. With the expansion plans for Vancouver currently on hold, Vancouver is becoming an increasingly smaller player in very competitive industry. In terms of exhibit hall size, there are 73 facilities in North America larger than the Vancouver Convention & Exhibition Centre.
- h. With Vancouver International Airport providing direct air access to 75 cities, Vancouver and Richmond are competitive with other Canadian cities.
- i. Destination appeal is a key factor that also defines competition. Vancouver enjoys considerable destination appeal relative to other Canadian cities. However, Seattle, Portland and other California destinations also rate highly in terms of destination appeal. According to the Seattle-King County Convention and Visitors Bureau no other city among its defined direct competitors comes close to having the same destination appeal for meeting planners as San Francisco. Warmer weather is a factor in the destination appeal of Los Angeles and San Diego.

CONSUMER TRENDS

a. Worldwide trends in the tourism industry include:

- Greater demand for products such as adventure tourism, cruises, ecotourism, cultural tourism and theme parks
- Above all else, traveller safety is the number one priority
- Travellers are taking shorter vacations and more frequent getaways and booking time for travel is becoming shorter

b. In Canada and the US, baby boomers in Canada and the US are moving into their peak travel years

- Peak travel years are 45+, especially with older or grown children and high income levels
- Baby boomers in Canada are 34 to 53 years old in 2000 while American baby boomers are 36 to 54 years old in 2000

c. BC residents who travel within BC are younger on average than the general frequent traveller because travel within the province is inexpensive

- Sixty-one percent of BC/Yukon residents who travel within the region are 25-49 years of age
- Greater Vancouver is the most popular destination within BC for BC residents (20% of their visits within BC were to Greater Vancouver) It is the most popular destination among Vancouver Island and Southern interior residents.
- The most often mentioned trip purpose of BC residents travelling within BC is visiting friends and relatives, followed by outdoor/wilderness activities
- About half of BC residents stay at private homes, with hotel/motel making up 32%, cabin/lodge/resort/bed & breakfast at 9%, private campground/RV park at 7%, and national/provincial park campground at 5%

d. Characteristics of other Canadian visitors to BC include:

- Other Canadians stay at private homes or hotel/motel in approximately equal amounts (50 to 60% for each, with totals exceeding 100% due to multiple mentions), cabin/lodge/resort/bed & breakfast at 15 to 19%, and camping (in total) at 33% for Alberta visitors and 6 to 10% for other Canadian visitors. Ontario visitors have the highest propensity of visiting Greater Vancouver (of other Canadians)
- Eighty-three to ninety-three percent of other Canadians travel to BC without children

CONSUMER TRENDS (cont'd)

e. Characteristics of US visitors to BC include:

- While Canadian visitors to BC travelled to BC most often to visit friends or relatives, US visitors to BC most often travelled to BC for outdoors/wilderness activities (such as fishing, golf, wildlife viewing, or whale watching) or sightseeing (city/town sightseeing and general sightseeing)
- Unlike Canadian visitors, US visitors most often stay in hotel/motel (67% to 77%), then cabin/lodge/resort/bed & breakfast at 20 to 30%, private home at 18 to 22%, and camping (in total) at 13% (although Washington and California visitors are much less likely to go camping as their percentage is 8 to 9%)
- When Washington visitors come to BC, 60% of them visit Greater Vancouver
- For California visitors, 55% of them visit Greater Vancouver when they come to BC
- Approximately 85% of US leisure visitors are in adult parties

f. For Seattle residents, Greater Vancouver competes against destinations in Washington and Oregon

- BC holds only 7% share of their nights away while Washington holds 34% and Oregon 9%
- Where BC differs from trips to Oregon and Washington is that those who are planning to go to BC next want to go shopping or do other urban activities
- Those Washington residents who are frequent travellers to BC come primarily from King County, likely to be 35-54 years of age, with some university education, have high incomes, and travel frequently. They may not be more inclined to come to BC but they have come several times before perhaps because of the sheer number of trips they take

ISSUES ANALYSIS: SUMMARY

Based on the analysis in the previous sections of the plan, the Stakeholders Diagnostic, and on the planning sessions with the Board, Executive Committee and Marketing Committee of Tourism Richmond the following were determined to be the key issues facing Tourism Richmond. These are addressed in the Marketing Plan.

1. Tourism Richmond's stakeholders expect it to act quickly, effectively and achieve short term (and long term) results. With the hotel tax and the renewed Tourism Richmond organization, expectations are high.
2. One of the priorities for Tourism Richmond is to help increase the number of room nights for accommodation members.
3. While the proposed Richmond Trade and Exhibition Centre is a longer-term proposition and members of Tourism Richmond will not see immediate benefit, preparation and development activities that will result in the completion of the centre should be a priority.
4. Until the Richmond Trade & Exhibition Centre has begun to be built, Tourism Richmond should focus on its largest sources of volume: BC residents, Alberta, Ontario, Washington, Oregon and California.
5. Tourism Richmond will use the resources of other tourism organizations where possible to augment its marketing budget.
6. Tourism Richmond will take advantage of the level of awareness that has been built for "Vancouver".
7. Tourism Richmond needs to encourage the development of existing attractions such as Steveston and to encourage the development of new attractions to give visitors more reasons to spend more time in Richmond.
8. Tourism Richmond will develop a web presence along with using other forms of media to ensure that information reaches its target consumers / customers in the manner in which they wish to receive it.

ISSUES ANALYSIS (cont'd)

9. It will be important for Tourism Richmond to balance the need for a larger number of activities with the need to complete the activities well.
10. Tourism Richmond will gain some learning on the convention market and coordinate the marketing of meeting room space on behalf of its members.
11. Tourism Richmond will build in evaluation tools for its marketing activities, wherever possible.

TOURISM RICHMOND

2000 – 2005 Marketing Plan

INTRODUCTION

Tourism Richmond's 2000 – 2005 complete detailed Marketing Plan consists of three sections: the Stakeholder Diagnostic, the Situation Analysis and the Marketing Plan. The sections prior to this provide a summary of the Stakeholder Diagnostic and the Situation Analysis. The Marketing Plan is also based on direction from the Board of Directors, the Executive Committee and Marketing Committee of Tourism Richmond.

With information from the Stakeholder Diagnostic and the Situation Analysis together with numerous planning sessions, Tourism Richmond developed vision, mission and mandate statements.

VISION

Tourism Richmond will be recognized and respected as an industry leader in creating cooperative tourism marketing initiatives that deliver results to its members.

MISSION

Tourism Richmond will promote the development and growth of the tourism industry in Richmond through working cooperatively with members and partners to increase the economic benefits of tourism to its community.

MANDATE

Tourism Richmond is in the business of:

- Developing and implementing marketing initiatives, especially cooperative programs with members and partners
- Facilitating the building of the Trade & Exhibition Centre and subsequently marketing it
- Providing information services to tourists
- Providing information to facilitate the development of tourist attractions.

OBJECTIVES

Tourism Richmond has established overall objectives that are achievable yet challenging and measurable with a timeframe. The measures are ones that can be tracked consistently without incurring significant costs to set up and run. The following are overall objectives for Tourism Richmond but it is expected that each activity will also have measurable objectives. For new activities, it may be difficult to set initial objectives and in some cases, the first year may be considered a benchmark against which subsequent years will be measured. However, all activities should have an evaluation mechanism unless it is too onerous for the customer/consumer or too costly for the importance of the activity.

The recommended objectives are as follows:

1. Achieve increases in room nights over and above the provincial average according to the following table. Overnight visitation to British Columbia is expected to increase by 1.7% in 2000. For Richmond to maintain market share, its room nights would be expected to increase by 1.7% in 2000. However, for Tourism Richmond to be considered successful, its increase in room nights must increase by a larger percentage than the expected average.

Room nights are the overall measure of success as increasing room nights benefit all tourism-related businesses in Richmond. Room nights are a direct measure for accommodation sector members. Increasing room nights benefit non-accommodation sector members as more visitors staying in Richmond means more visitors going to restaurants, shopping, and visiting local attractions. This measure is also readily available (using Tourism Richmond's knowledge of number of rooms available in Richmond and Pannell Kerr Forster occupancy rate information). Other measures, such as number of overnight visitors to Richmond, are not currently available, would be cost-prohibitive for Tourism Richmond to undertake and while the room night measure may not capture those who are staying with friends and relatives, will provide reliable trending information at a minimal cost.

Non-accommodation members also benefit from visitors who are staying with friends and relatives in Richmond and from Greater Vancouver visitors staying outside Richmond. While these visitors are not captured in the room-night measure, non-accommodation members will be the major factor in any increases to Tourism Richmond's membership base. So, indirectly, how successful Tourism Richmond is in addressing the needs of non-accommodation properties will be measured in the membership number as detailed following.

OBJECTIVES (cont'd)

2. Generate \$ 837,000 total in member partnerships from 2000 to 2005.

Dollars contributed in member partnerships will measure Tourism Richmond's success in bringing forward activities that are of interest to its members. Currently, Tourism Richmond's members have many marketing opportunities and are spending their dollars with other tourism organizations, presumably because they believe this is a more effective use of their limited resources. For Tourism Richmond to be considered of value to its members, this value must be demonstrated in member participation in its activities.

3. Increase number of memberships to 380 in 2005.

The number of memberships in Tourism Richmond will measure its relevance to tourism-related businesses in Richmond. A drop in number of memberships will indicate a decline in relevance while increases will strengthen Tourism Richmond as representing all tourism-related businesses in Richmond. This will mean that hotel/motel memberships will become a smaller percentage of total memberships over time. This trend will be in concert with the need to create more reasons for visitors to spend more time in Richmond, and move away from being primarily a place to sleep.

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POSITIONING

Prior to the development of this Marketing Plan, Tourism Richmond had embarked upon the development of a corporate identity. From this process, Tourism Richmond has developed the following positioning.

Within the next three to five years, or until the attraction base is further developed, Tourism Richmond will take advantage of the fact that Richmond's location provides the opportunity to increase the city's awareness and develop tourism business. The unique attractions in Richmond cannot stand alone in terms of marketing the city as a destination. Richmond will be positioned as a cost-effective and convenient place to stay when visitors are coming to Greater Vancouver. Richmond's proximity to the airport, downtown Vancouver, the Canada / US border, major highways and the Tsawwassen ferry terminal, together with a large inventory of quality accommodations, provides a distinct advantage over other major centres within the Vancouver lower mainland. This enables Tourism Richmond to market the city as a gateway to Vancouver, the Vancouver Coast & Mountain Region and Super, Natural British Columbia. Tourism Richmond will utilize the gateway theme playing on the large awareness of these destinations, while selling Richmond's products and services.

SUMMARY OF STRATEGIES

The strategies that Tourism Richmond needs to employ to achieve its objective are discussed in this section. The principles that were integral to developing these strategies include:

- The need to keep the bureaucracy of Tourism Richmond down.
- The need to work with other tourism organizations wherever possible to maximize the benefits of combined resources.
- The need to serve the specific requirements of Tourism Richmond's members that may not be addressed by merely participating in other tourism organizations activities.

Above all the strategies were developed to meet the objectives of helping to increase room nights, member partnerships and membership.

STRATEGIES

1. It is recommended that in the short term, Tourism Richmond promote its main visitor benefit as a cost-effective and convenient place for visitors to Greater Vancouver to stay.
2. It is recommended that, in preparation for the longer term, Tourism Richmond work with the City of Richmond and businesses to encourage the development of visitor attractions that are of interest to Richmond visitors.
3. It is recommended that Tourism Richmond start to sell the Richmond Trade & Exhibition Centre two years prior to opening and to keep up the efforts to lead the building of the centre.
4. It is recommended that Tourism Richmond segment and prioritize its markets and invest its resources according to the relative importance of each segment.

SUMMARY OF STRATEGIES (cont'd)

5. It is recommended that Tourism Richmond evaluate all marketing activities (where possible) and implement a research plan to help Tourism Richmond and its members better understand their visitors and the success (or not) of its initiatives.
6. It is recommended that Tourism Richmond minimize the development of its own publication if other, existing publications can accomplish the same task.
7. It is recommended that Tourism Richmond discuss the implications of joint programs with Vancouver Coast and Mountains and Tourism Vancouver to determine which organizations can best meet Tourism Richmond's needs.
8. It is recommended that Tourism Richmond use its limited resources in the short term to drive increases in room nights using a coordinated approach and augmenting the efforts of its accommodation members.
9. It is recommended that Tourism Richmond help to educate other tourism organizations and businesses about its member's offerings and coordinate the information flow between its members and other tourism organizations and businesses throughout Greater Vancouver.
10. It is recommended that the annual consultative planning sessions continue and regular updates to members on the results of Tourism Richmond's initiatives should be implemented.

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SUB-STRATEGIES

Because the needs of the different customer segments vary, the sub-strategies have been organized to address those activities that apply to All Markets versus specific activities for BC Residents, Washington Residents, Ontario Residents, California Residents, Alberta Residents, and Oregon Residents.

PRODUCT, PRICING, AND PACKAGING

All Markets

- In the short term, accommodation product will be highlighted to address Tourism Richmond's need to increase room-nights. However, to build the tourism industry in the long term, accommodation product will be packaged with other tourism products such as retail, restaurants, and attractions.
- A coupon book or package of coupons will be developed. The coupons provide added value to accommodation members, raise the awareness of visitors regarding activities in Richmond, generate business for non-accommodation members, and provide a tracking mechanism for this program. These coupons should be designed to be of perceived value to the visitor. For example, \$10 off a minimum purchase of \$50 rather than 20% off, or admit two for the price of one, etc.
- Tourism Richmond will encourage the development of an organized Steveston business group as Steveston has good potential as an attraction.

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PRODUCT, PRICING AND PACKAGING (cont'd)

BC Residents

- Getaway and vacation offerings will be provided to BC residents that are appropriate for their needs. BC residents tend to travel within BC for a purpose (e.g. visiting friends and relatives, attending events or festivals, shopping, etc.), with only 12% travelling for general visitation (e.g. general sightseeing, rest/relaxation, or vacation). This means that, for the most part, the opportunity is to convince them to stay in Richmond while they are visiting Greater Vancouver rather than convincing those who are planning a trip to Victoria to come to Richmond. Because of Richmond's location, another opportunity is to encourage travellers on their way to another destination (either by air or by motor vehicle) or on their way back, to stop in Richmond, stay overnight or spend some time visiting the attractions. With regard to packaging, BC residents have a wide variety of interests that include outdoor activities as well as urban activities.

Washington Residents

- Getaway packages will be developed for Washington residents. They are more likely to travel to Greater Vancouver for a getaway than for a vacation. As they are couples 45+ of age, with higher income levels, higher quality products are most appropriate for these visitors. Getaway packages that provide urban and general sightseeing activities are most appropriate as these are the preferred activities when Washington residents visit Greater Vancouver. A niche market is golf packages as Washington visitors have a higher propensity than other US visitors to play golf while in BC (12% vs 6% for California visitors).

Ontario Residents

- Because Ontario residents are likely to travel to Greater Vancouver for a vacation because of the distance, Tourism Richmond will put together vacation packages with other destinations such as Victoria and Whistler. Tourism Richmond will meet with representatives from Tourism Victoria and Tourism Whistler to put together joint programs that meet both parties' needs. A niche market is golf packages with 15% of Ontario visitors playing golf while in BC.

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PRODUCT, PRICING AND PACKAGING (cont'd)

California Residents

- Both getaway and vacation packages will be established for California visitors. For vacation packages, Tourism Richmond will work with other destinations such as Victoria and Whistler to develop joint packages. As California visitors are typically couples 45+ of age, with higher income levels, higher quality products are most appropriate for these visitors. Because these tend to be busy people, packages make it easy for them and give them a reason other than price to visit. Appropriate packages for California visitors include historical and cultural attractions and other urban activities.

Alberta Residents

- Getaway and vacation packages will be developed for Alberta residents although room-only offerings are also appropriate. They are likely to travel by air for getaways and may travel by air or by motor vehicle for vacations. Alberta visitors have a high propensity to participate in outdoor activities but have a wide variety of interests so packages that reflect a broad range of offerings are appropriate. A niche market is golf packages as 23% of Alberta visitors play golf while in BC (the highest propensity among all Canadian visitors).

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Oregon Residents

- Getaway packages will be established for Oregon residents, as with Washington residents. As they are couples 45+ of age, with higher income levels, higher quality products are most appropriate for these visitors. Because these tend to be busy people, packages make it easy for them and give them a reason other than price to visit. Not as much information is available on Oregon residents so specific packaging options cannot be recommended.

MARKETING COMMUNICATIONS AND PROMOTIONS

All Markets

- All marketing communications will be based upon Tourism Richmond's agreed-upon positioning and creative direction. All elements will be consistent, with a consistent look and message.
- Tourism Richmond will develop a web presence. There are a few options that Tourism Richmond will explore further during the implementation phase. However, for all options, it is important that Tourism Richmond plans the development of its web presence carefully to ensure that it meets current and future needs.
- Tourism Richmond will attempt to increase its presence in Tourism Vancouver's, Tourism BC's, and Vancouver Coast and Mountains' visitor guides through encouraging greater coverage of Richmond in editorial. This entails discussions with each organization and providing information about Richmond to each organization.
- Tourism Richmond will attempt to work with Tourism Vancouver and/or Vancouver Coast and Mountains to create a Richmond pull-out section within their travel guides. These guides are very important to increasing the exposure of Tourism Richmond's members as they are distributed widely and are the only pieces of literature that are brought with the respective representatives when they are attending national and international trade shows.

MARKETING, COMMUNICATIONS AND PROMOTIONS (cont'd)

BC Residents

- Tourism Richmond will embark upon an advertising campaign to BC residents that promotes packages and room rates. Tourism Richmond will participate in BC Escapes (a Tourism BC initiative). BC Escapes is available to any accommodation-based member of Super, Natural BC. As part of this program, Tourism Richmond will work with Tourism BC to increase the coverage of Richmond in the editorial portion of BC Escapes.
- To support this initiative, Tourism Richmond will test advertising in local newspapers in Kelowna/Kamloops and in Victoria as these are the areas from which the majority of Greater Vancouver visitors come. This newspaper advertising could take the form of a Tourism Richmond banner with participating accommodation properties. Space would be sold to accommodation members who are also participating in the BC Escapes program. The call to action can be HelloBC and/or each accommodation member's telephone number.
- Tourism Richmond will test the concept of Richmond as a meeting and convention site (using current facilities) by preparing a comprehensive package of Richmond's meeting facilities. This package should be sent to a list of appropriate Greater Vancouver businesses. To further promote this package, ads will be placed in business publications such as BC Business or Business in Vancouver. These ads should encourage business people to call Tourism Richmond to obtain a copy of the package. This initiative is intended to be a cooperative venture with Tourism Richmond members. This initiative will be evaluated based on the number of enquiries to Tourism Richmond and number of bookings through each participating member.

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MARKETING, COMMUNICATIONS AND PROMOTIONS (cont'd)

Washington Residents

- Tourism Richmond will embark upon an advertising campaign to King County/Seattle market that promotes packages and room rates. This advertising campaign may be undertaken by Tourism Richmond on its own or in cooperation with Tourism Vancouver, Vancouver Coast and Mountains, or Tourism BC.
- One element of Tourism Richmond's advertising campaign will be BC Escapes (a Tourism BC initiative).
- Tourism Richmond will further support BC Escapes with newspaper advertising in Seattle. This newspaper advertising could take the form of a Tourism Richmond banner with participating accommodation properties. Space would be sold to accommodation members who are also participating in the BC Escapes program.
- Tourism Vancouver has a campaign called Vancouver's Entertainment Season that focuses on Washington state for the October to December and January to April period. Discussions will also take place with Tourism Vancouver about a joint venture.
- Tourism Richmond will advertise in AAA Washington publication, Journey, as the target group is similar to Tourism Richmond's target group. The focus of this advertising is to generate awareness of the variety of accommodations that is available in Richmond, rather than packaging and room rates. This activity will be a cooperative venture with Tourism Richmond's members.

Ontario Residents

- If Tourism Richmond and its members are already participating in BC Escapes, they will automatically be included in the distribution of the BC Escapes guide to Ontario residents (which includes direct mail and inserts in newspapers and magazines). This campaign allows Tourism Richmond and its members to promote packages and room rates.
- Tourism Richmond will advertise in CAA Ontario publication, Leisureways, as the target group is similar to Tourism Richmond's target group. The focus of this advertising is to generate awareness of the variety of accommodations that is available in Richmond, rather than packaging and room rates. This activity could be a cooperative venture with Tourism Richmond's members.

MARKETING, COMMUNICATIONS AND PROMOTIONS (cont'd)

California Residents

- If Tourism Richmond and its members are already participating in BC Escapes, they will automatically be included in the distribution of the BC Escapes guide to California residents (which includes direct mail and inserts in newspapers and magazines). This campaign allows Tourism Richmond and its members to promote packages and room rates.
- Tourism Richmond will advertise in AAA California publication, VIA California, as the target group is similar to Tourism Richmond's target group. The focus of this advertising is to generate awareness of the variety of accommodations that is available in Richmond, rather than packaging and room rates. This activity could be a cooperative venture with Tourism Richmond's members.

Alberta Residents

- If Tourism Richmond and its members are already participating in BC Escapes, they will automatically be included in the distribution of the BC Escapes guide to Alberta residents. This campaign allows Tourism Richmond and its members to promote packages and room rates.
- Tourism Richmond will advertise in AAA publication, Westworld Alberta, as the target group is similar to Tourism Richmond's target group. The focus of this advertising is to generate awareness of the variety of accommodation that is available in Richmond, rather than packaging and room rates. This activity could be a cooperative venture with Tourism Richmond's members.

Oregon Residents

- If Tourism Richmond and its members are already participating in BC Escapes, they will automatically be included in the distribution of the BC Escapes guide to Oregon residents. This campaign allows Tourism Richmond and its members to promote packages and room rates.
- Tourism Richmond will advertise in AAA publication, VIA Oregon, as the target group is similar to Tourism Richmond's target group. The focus of this advertising is to generate awareness of the variety of accommodations that is available in Richmond, rather than packaging and room rates. This activity could be a cooperative venture with Tourism Richmond's members.

MARKET SEGMENTATION

The key leisure geographic markets to Tourism Richmond, in order of priority are:

- BC residents (especially Vancouver Island and Southern Interior residents)
- Washington (especially King County)
- Ontario
- California
- Alberta
- Oregon.

The order of priority is based on the number of visitors staying in paid accommodations and takes into account the percentage visiting for leisure purposes, the propensity to visit Vancouver when they come to BC, and the propensity to stay in paid accommodations. Absolute numbers could not be calculated on these factors due to multiple mentions and overlapping so the priorities should be considered directional only.

The key business geographic markets to Tourism Richmond include BC, Alberta, and Ontario. It is difficult to establish an order of priority as the business volumes include those who are travelling for normal business operations as well as those travelling to attend trade shows and business events. In the short term, Tourism Richmond should be concentrating on those within these geographic markets who are travelling to Greater Vancouver for normal business operations (with perhaps some volume coming from those holding smaller meetings and conventions that can be held within existing hotel space).

Once the trade and exhibition centre is confirmed, Tourism Richmond's business geographic markets will need to expand to include Canada and the US. Then, the market selection will be based less on geography and more on where the key buyers are. The configuration of the trade and exhibition centre (e.g. size of facility, meeting space vs exhibit space, etc.) will determine the types of event that are targeted.

TARGET GROUPS

The recommended target groups are as follows.

- a. **BC Leisure:** Because the demographic profile of BC residents who travel is similar to all BC residents, a broad reach strategy is most appropriate. Both getaway and vacation products are of interest, although getaway travellers tend to be couples while vacation travellers include couples as well as families with children. Vacation travel tends to occur during the summer months while getaway travel occurs throughout the year (with a higher propensity from spring to fall).
- b. **Other Canada and US Leisure:** Couples 45+ years of age, \$60,000+ household income, with or without children (those with children are likely to travel without them)
- c. **Trade Show Organizers and Business Event Planners:** List to be determined based on the configuration of the trade and exhibition centre. The information contained in the Situation Analysis and the secondary research binders should provide the foundation for targeting. A subset of this target group is corporate meeting planners who are targeted to promote Richmond's existing meeting and convention space.

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SALES STRATEGIES

All Markets

- To ensure that other tourism organizations are aware of Richmond product, Tourism Richmond should take the initiative and educate appropriate staff members of Tourism BC, SNBC, Tourism Vancouver, and Vancouver Coast and Mountains about Richmond product.
- To ensure that Vancouver hotels are aware of Richmond attractions, Tourism Richmond should take the initiative and educate Vancouver hotels about Richmond product. As a corollary, Tourism Richmond should ensure that its members are aware of brochure racking opportunities in Greater Vancouver.

SALES STRATEGIES (cont'd)

- It is recommended that Tourism Richmond work with tour operators to add Richmond product to their itineraries, particularly price-sensitive tours where a downtown hotel is not an option and those itineraries where the flight schedule makes a night in Richmond convenient.
- In the absence of any compelling reasons why Tourism Richmond should be attending trade shows and because other organizations such as Tourism BC, Vancouver Coast and Mountains, and Tourism Vancouver all attend trade shows and distribute publications in which Tourism Richmond will have a presence, it is not recommended that Tourism Richmond use its limited resources to attend trade shows as a DMO. If Tourism Richmond's members wish, perhaps Tourism Richmond can act as a sales agent who is authorized to sell on behalf of selected members.

With regard to Canada's West and Rendezvous, Tourism BC's stated policy is that a DMO such as Tourism Richmond may participate only as a sales agent.

- It is recommended that Tourism Richmond participate in fam tours that are appropriate to its market priorities. In addition, Tourism Richmond should take the lead where the opportunity exists, particularly relating to appropriate tour operators.
- Once the trade and exhibition centre is two years away from being completed, it is recommended that Tourism Richmond begin to contact meeting planners and trade show organizers (as appropriate, depending on the configuration of the trade and exhibition centre). A list of trade shows has already been provided to Tourism Richmond in Trade Show Week's Data Book.
- Once the trade and exhibition centre can begin to be booked, it is recommended that Tourism Richmond provide an accommodation broker service to meeting planners for large trade shows/business events. This service means that Tourism Richmond acts as a central organizing body that can obtain confidential bids from qualifying hotels (e.g. that meet the meeting planner's criteria). These bids are then forwarded to the meeting planner for decision-making.

STRATEGIES: TRADE AND EXHIBITION CENTRE

The actual size and configuration of the Richmond Trade & Exhibition Centre will ultimately determine the market and therefore better define the marketing plan for the Richmond Trade & Exhibition Centre. The established objectives and evaluation criteria within Tourism Richmond's marketing plan are based on the Trade & Exhibition Centre opening in the fall of 2002. Marketing activities for the centre would commence no later than two years prior to opening. Marketing activities include: Direct Mail, Advertising, Sales Missions, Industry Trade Shows, Web Site, Sales Collateral, Creative Development and Display

Direct Mail

2001: Introduction Mailer – Second Mailer – Fulfillment mail
2002 - 2005: Mail & Fulfillment

Advertising (Canada & Regional Business Publications)

Business in Vancouver – BC Business
Alberta Venture –
Toronto / Ottawa / Montreal Business Publications

2001: 2 insertions & directories
2002 – 2005: selected insertions & directories

Advertising (Trade Publications)

Shows & Exhibitions Directory / Facilities Magazine / Facilities Magazine Directory Expo Magazine / Business Events Guide / Trade Show Week Magazine / Association Management Trade Show Week Magazine Exhibit Hall Directory / M & C Magazine Association Magazine (CSAE) / Meetings Canada Directory

2001: Insertions in directories & selected issues all publications
2002 - 2005: Insertions in directories & selected publications

Affiliations

International Association For Exposition Management
Canadian Association of Exposition Managers
Western Association of Exhibition Management

Sales Missions

2001 (fall): selected exhibition & event organizers
2002 –2005 as required.

Site Inspections

2002 (fall): group site inspection/s
2002 –2005: individual as required

Marketing & Sales Representatives

2001: Director of Sales & Marketing
2002: Sales Manager - Event Sales Manager

Trade Shows & Conventions

Canadian Association of Exhibition Managers
International Association of Exposition Management Expo
* Possible Participation in American Society of Association Executives, Professional Convention Management Association, and Meeting Planners International

Web Site

Developed in conjunction with Tourism Richmond site

Brochure, Mailers & Sales Collateral

Brochure
Mailer & Fulfillment
Other Sales Collateral

Creative Development

Agency fees & collateral creative

Exhibit

Customized with Tourism Richmond Exhibit

CALENDAR OF ACTIVITIES

The following details the marketing activities within the plan. It is anticipated that changes will be made to the activities as circumstances change and as Tourism Richmond evaluates the results of each activity.

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Date	Activity	Responsibility
May	<p>Distribute summary of Tourism Richmond's marketing plan to members and monthly update on activities (monthly for first 12 months, bimonthly thereafter).</p> <p>Discussions with Tourism Vancouver and Vancouver Coast and Mountains</p> <ul style="list-style-type: none"> • Pull-out section for Tourism Richmond • Increased editorial coverage in travel guides • Seattle advertising programs • Website <p>Discussions with Tourism BC</p> <ul style="list-style-type: none"> • Increased editorial coverage in travel guide • Website linkage (pending discussions with Tourism Vancouver and Vancouver Coast and Mountains) • Editorial coverage in BC Escapes program <p>Select Steveston representative and initiate discussions with Steveston businesses about tourism development</p>	

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<p>June</p>	<p>Develop creative (assuming discussions with Tourism Vancouver and Vancouver Coast and Mountains are complete and agreement reached) for:</p> <ul style="list-style-type: none"> • Travel guide • Coupon book/package of coupons • Meeting and convention site package and advertising • Newspaper advertising for BC resident and Seattle markets • AAA magazine advertising <p>Set co-op pricing and solicit interest from membership once creative framework is developed.</p> <p>Start developing web presence (assuming discussions with Tourism Vancouver and Vancouver Coast and Mountains are complete). Expect web presence to take from 6 to 12 months (depending on complexity).</p> <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	
<p>July</p>	<p>July 7</p> <ul style="list-style-type: none"> • Westworld Alberta material due date for August/September issue <p>July 17</p> <ul style="list-style-type: none"> • VIA Oregon material due date for September/October issue • VIA California material due date for September/October issue <p>July 31</p> <ul style="list-style-type: none"> • Leisureways (Ontario) material due date for September/October issue <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	

August	<p>August 7</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for September/October issue <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	
September	<p>First co-op ads in Seattle newspapers (to continue throughout Fall as budget permits).</p> <p>First co-op ads in Victoria and Kelowna/Kamloops newspapers (to continue throughout Fall as budget permits).</p> <p>September 8</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for November/December issue <p>September 14</p> <ul style="list-style-type: none"> • Westworld Alberta material due date for October/November issue <p>September 17</p> <ul style="list-style-type: none"> • VIA Oregon material due date for November/December issue <p>September 18</p> <ul style="list-style-type: none"> • VIA California material due date for November/December issue <p>September 29</p> <ul style="list-style-type: none"> • Leisureways (Ontario) material due date for November/December issue <p>Prepare and distribute monthly update to member on activities (monthly for first 12 months, bimonthly thereafter).</p>	
October	<p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	

November	<p>November 17</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for January/February issue • VIA Oregon material due date for January/February issue <p>November tbd</p> <ul style="list-style-type: none"> • Westworld Alberta material due date for January/February issue • VIA California material due date for January/February issue <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	
December	<p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p> <p>Review results from co-op ads in Seattle, Victoria, and Kelowna/Kamloops newspapers. Solicit participation in Spring campaign.</p> <p>Initiate planning process (to be completed by February 28).</p>	

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Date	Activity	Responsibility
January	<p>January tbd</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for March/April issue • VIA Oregon material due date for March/April issue • Leisureways (Ontario) material due date for February/March issue • VIA California material due date for March/April issue <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p> <p>Assuming site and rough configuration is confirmed for trade and exhibition centre,</p> <ul style="list-style-type: none"> • prepare analysis of Richmond trade and exhibition centre compared to competitors • prepare detailed marketing plan for trade and exhibition centre • begin marketing for trade and exhibition centre. 	
February	<p>February tbd</p> <ul style="list-style-type: none"> • Westworld Alberta material due date for March/April issue <p>Begin Spring co-op campaign in Seattle, Victoria, and Kelowna/Kamloops newspapers and continue throughout Spring as budget permits.</p> <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	

March	<p>March tbd</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for May/June issue • VIA Oregon material due date for May/June issue • Leisureways (Ontario) material due date for April/May issue • VIA California material due date for May/June issue <p>Place newspaper advertising to support participation in BC Escapes</p> <ul style="list-style-type: none"> • Kelowna/Kamloops • Victoria • Seattle <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	
April	<p>April tbd</p> <ul style="list-style-type: none"> • Westworld Alberta material due date for May/June issue <p>Prepare and distribute monthly update to members on activities (monthly for first 12 months, bimonthly thereafter).</p>	
May	<p>May tbd</p> <ul style="list-style-type: none"> • VIA Oregon material due date for July/August issue • VIA California material due date for July/August issue 	
June	<p>June tbd</p> <ul style="list-style-type: none"> • AAA Journey (Washington) material due date for July/August issue <p>Initiate primary research on Richmond visitors.</p>	

	<ul style="list-style-type: none"> VIA California material due date for January/February issue <p>Prepare and distribute bimonthly update to members on activities.</p>	
December	<p>Evaluate results from Fall co-op newspaper campaign. Solicit participation in Spring campaign.</p> <p>Initiate planning process (to be completed by February 28).</p>	