



Tourism Richmond Strategic Plan 2007-2012 *Executive Summary*

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Tourism Richmond Strategic Plan Executive Summary

Tourism Richmond. Tourism Richmond is a not-for-profit, membership driven organization whose mandate is to position and market Richmond British Columbia as a visitor destination. Currently it has over 200 members and is governed by a 15 person Board of Directors chosen by its members. The activities of Tourism Richmond are carried out by a professional staff. Since 1999, Tourism Richmond has been supported, in part, by revenues from a 2% hotel tax. Hotel tax revenues have grown by 71% over the most recent 6 years due to increased hotel room nights and higher average revenue per room night.

Tourism in Richmond – Success! Tourism in Richmond has achieved spectacular success in recent years:

- Tourism Richmond is now the 4th largest destination marketing organization in B.C.
- Richmond now hosts 3.2 million visitor-nights, of which 1.9 million are in hotels.
- Richmond is currently home to 23 hotel properties.
- Tourism spending by Richmond tourists has grown to \$330 million per annum of which \$210 million is spent at Richmond businesses other than accommodations.
- Governments gain \$90 million each year in taxes paid by Richmond tourists and operators.
- Richmond tourism generates almost 5,000 direct person years of employment.
- Richmond will play a significant role in the 2010 Winter Olympic and Paralympics games in terms of events hosting, accommodations, shopping, dining and visitor activities.
- Richmond has emerged as a destination city in and of itself, with a wide range of heritage and culturally diverse offerings. Major attractions include the RiverRock Casino, the Gulf of Georgia Cannery, Britannia, London Farms, Richmond Nature Park, Richmond Night Market, Watermania and the Riverport Sports/entertainment complex, The Zone, Steveston, the Golden Village, Buddhist temples, the Cultural Centre/Art Gallery and shopping malls. The city also offers a wide range of restaurants, with over 400 Asian restaurants alone, and brand name hotels for leisure and business travellers.
- Media success: In 2006, there were 90+ media citations of members.

The Need for a New Strategic Plan. While Tourism Richmond has achieved notable successes, there are a number of developments in the marketplace which need to be addressed.

- Richmond has grown and matured both as a city and as a tourism market. The city has developed into a multi-cultural community with a wide range of cultural, heritage and sport offerings which creates opportunities for Richmond to further develop as a tourism market.
- Richmond is no longer primarily a gateway market, but is now becoming a destination and requires new strategic objectives to support and take advantage of new opportunities.
- Tourism hotel tax funding will expire in 2009 and needs to be renewed.



The New Strategic Plan. With a new changing marketplace, new opportunities, and the need to renew funding sources, Tourism Richmond has undertaken a strategic planning process that puts forth a revised vision and mission for Tourism Richmond, sets five key strategic objectives and specifies targets for the 2007-2012 period. These are:

Tourism Richmond's Vision:

To double tourism spending in Richmond by 2015.

Tourism Richmond's Mission:

Tourism Richmond is committed to being a leader in bringing the world to Richmond by promoting our culturally diverse City.

Key Strategic Objectives. Tourism Richmond's Key Strategic Objectives and associated Goals are:

Strategic Objective 1: Strengthen Tourism Richmond's profile. As Richmond continues to develop as a tourism destination, it is important for Tourism Richmond to undertake activities that will further strengthen the Tourism Richmond brand.

Goal 1:

Strengthen the profile of Tourism Richmond to gain recognition and respect as one of the top four destination marketing organizations in BC.

Strategic Objective 2: Increase tourism spending in Richmond. Tourism has emerged as a significant contributor to the Richmond economy with \$120 million spent annually on accommodation and in-hotel spending in Richmond, and another \$210 million spent by visitors in the local economy on food/beverage, entertainment, retail, etc. As Richmond's tourism industry continues to grow, it will be important to have in place sophisticated data tracking systems to collect data for Tourism Richmond members on referrals, spending and other key market statistics.

Goal 2:

Increase tourism revenues in Richmond that will contribute to the Premier's goal of doubling tourism revenues in BC by 2015.

Goal 3:

Contribute an additional 100,000 room nights per year to the Richmond hotel community. The Asia Pacific Trade and Showcase Centre project is projected to satisfy this goal, if it proceeds.

Goal 4:

Develop programs that will attract and retain members that will add value to the Richmond tourism industry.



Strategic Objective 3: Fully capitalise on the potential marketing opportunities provided by the 2010 Winter Olympic and Paralympic Games. The City of Richmond will play a key role in the 2010 Winter Olympic and Paralympic games as it was chosen as the site to host the long track speed skating event. The Richmond Oval is being built to host this event.

Goal 5:

Leverage media exposure and visitor experiences with the 2010 Winter Olympics.

Strategic Objective 4: Increase market development activities. As part of Tourism Richmond's ongoing mandate to grow tourism in Richmond, it must also identify market development targets. Opportunities exist in this area to work in partnership with other industry organizations, such as the Canadian Tourism Commission (CTC), Tourism BC, Tourism Vancouver and others to develop both new and existing target markets.

Goal 6:

Develop integrated marketing and sales initiatives that are based on current market research.

Strategic Objective 5: Capitalise on Asia Pacific opportunities. Richmond has strong cultural links with China, Japan, India, Korea and other Asia-Pacific peoples. Approximately 35% of Richmond's population of 174,000 has a mother tongue which is a Chinese dialect, with other major population groups speaking Japanese, Korean, Filipino and various South Asian languages.

Goal 7:

Develop new markets and capitalize on Asia-Pacific opportunities to market Richmond as a destination.

Working in Partnership. Going forward, it is essential that Tourism Richmond works with local, provincial and federal partners to maximise the development of the Richmond tourism market and its economic and cultural impacts on our community. Government, destination marketing organisations and tourism operators play different roles in the development of tourism, and these must be coordinated to achieve the full potential for Richmond as a tourism destination. A key purpose of this strategic plan is to identify collaborative opportunities for the three partners to build the Richmond tourism industry and employment base.

- Government is responsible for development and implementation of policy, such as taxation, land use regulation and transportation policies, and plays an important policy/land/ regulatory facilitation role with the industry as it develops new tourism products.
- Individual tourism operators identify, plan, deliver and finance services. They engage in specific promotion and marketing activities of their own facilities.
- Destination marketing organisations are responsible for developing and promoting the destination's brand and tourism opportunities, co-ordinating initiatives where joint marketing will have greater payoffs for tourism operators than individual marketing programs, conducting market research and disseminating such research to both policy makers and individual operators, and acting as an advocate for the industry with government, the media and the general public.