

**Economic Development Marketing Strategy**  
**District of Mission**  
*FINAL REPORT*



**District of Mission**

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## TABLE OF CONTENTS

<b>1</b>	<b>Introduction .....</b>	<b>1</b>
1.1	Background.....	1
1.2	Project Objectives.....	1
1.3	Methodology .....	1
1.4	Report Outline .....	2
<b>2</b>	<b>Current Situation.....</b>	<b>3</b>
2.1	Socio-Economic Overview .....	3
2.2	SWOT.....	6
2.3	Economic Development Committee Vision and Goals.....	7
2.4	Key Partners.....	8
<b>3</b>	<b>Tourism in BC and the Mission Area of the Fraser Valley .....</b>	<b>10</b>
3.1	BC Market Indicators .....	10
3.2	Local Tourism Industry Profile .....	11
3.3	Visitor Characteristics.....	14
3.4	Activity Measures .....	15
3.5	Major Trends .....	16
3.6	Conclusions About Tourism in Mission and Area .....	18
<b>4</b>	<b>Core Tourism Programming .....</b>	<b>20</b>
4.1	Research .....	20
4.2	Database Management .....	21
4.3	Communications with Local Industry .....	22
4.4	Product & Industry Development.....	22
4.5	Partnership Development.....	24
4.6	Tracking and Evaluation .....	25
<b>5</b>	<b>Core Programming in Non-Tourism Sectors .....</b>	<b>27</b>
5.1	Target Markets .....	28
5.2	Downtown niche and theme development .....	30
5.3	Real Estate Development.....	30
5.4	Community Website Information .....	31
5.5	Promotional Tools and Materials .....	33
5.6	Industry Attraction.....	34
5.7	Downtown Merchant Recruitment.....	37
5.8	2010 Olympics .....	38
5.9	Film .....	40
<b>6</b>	<b>Marketing Plan .....</b>	<b>41</b>
6.1	Study Area – Promotional Boundaries.....	41
6.2	Marketing Goals and Objectives .....	42
6.3	Strategy Overview.....	42
6.4	Branding.....	42
6.5	Partnerships and Strategic Alliances .....	43
6.6	Sustainable Competitive Advantage .....	43
6.7	Destination Evaluation.....	44
6.8	Product / Market Match .....	44
6.9	Positioning for Mission .....	45

6.10	Target Markets .....	45
6.11	Packaging Potential .....	45
6.12	Integrated Promotional Strategy .....	46
6.13	Marketing Budget: Leveraged with Partnerships.....	46
6.14	Cooperatives: Vancouver Coast & Mountains Tourism Association and Fraser Valley DMOs	46
6.15	Trade Shows.....	46
6.16	Preparing for Promotion .....	47
6.17	Foundation Plan – Start-up .....	47
6.18	Promotional Tools .....	49
6.19	Year 1 Priorities - Promotional Tools.....	50
6.20	Integrated Promotional Mix - Year 1 .....	54
6.21	Integrated Promotional Mix after Year 1 .....	55
6.22	After Year 1 Projects.....	57
6.23	After year 2 Projects.....	58
<b>7</b>	<b>Implementation Schedule .....</b>	<b>59</b>
<b>8</b>	<b>Bibliography .....</b>	<b>62</b>
	<b>Appendix 1 – List of Contacts .....</b>	<b>64</b>
	<b>Appendix 2 – Vancouver Coast and Mountains Visitor Profile.....</b>	<b>66</b>

## **1 Introduction**

### **1.1 BACKGROUND**

The District of Mission has commissioned a consulting team led by Lions Gate Consulting to produce a Marketing Strategy for the Economic Development Advisory Committee (EDC).

The EDC is the primary group delegated to oversee economic development activities for the District of Mission. In 2002, the EDC contracted a consultant to complete an Economic Development Strategy in order to develop a concise action plan for economic development activities in the community. The strategic plan focussed on three areas; economic development, tourism, and film. In the summer of 2003, the EDC hired an Economic Development Officer to implement the Economic Development Strategy.

### **1.2 PROJECT OBJECTIVES**

The Marketing Strategy will be used to direct all future advertising and promotional efforts for the EDC.

The Strategy is expected to fulfill the following objectives:

- Through public consultation create a brand and logo for the EDC that captures the strengths and attributes of the community;
- Produce a five-year marketing strategy and two-year promotions plan, complete with estimated budget;
- To support the Economic Development Strategic Plan with primary focus on economic development, tourism and film opportunities;
- To identify key target markets for promotional activity;
- To provide innovative marketing ideas; and
- To identify business and tourism opportunities for Mission as a result of the 2010 Winter Olympic games to be held in Vancouver.

### **1.3 METHODOLOGY**

A literature search was conducted at the onset of the study. It involved reviews of strategic planning studies and marketing and promotional materials from Mission. The Mission area makes up part of the Fraser Valley, which is marketed by the Vancouver Coast and Mountains Tourism Region. Consulting team members also reviewed analyses of regional, provincial and national destination marketing and management organizations.

A visitor profile for the Mission area is not available. The most recent available study of regional travellers was Tourism BC's 1995/96 visitor study. Although not intended for community-based analysis, it does provide a visitor profile for the Fraser Valley Area as part of the Vancouver Coast and Mountains tourism region.

Local stakeholders were given an opportunity to participate in the preparation of this plan through the following processes:

- Site visits;
- interviews;
- focus group sessions;
- photo / essay contest.

All three team members visited the community to meet with local government and economic development representatives and business owners to conduct site visits, interviews and focus group sessions. Information gathered from these sessions was integral to the preparation of this plan.

#### **1.4 REPORT OUTLINE**

*Chapter 2* provides a synopsis of the local economy.

*Chapter 3* recaps the tourism industry in BC and the Mission area, including activity measures, an industry profile and trends analysis.

*Chapter 4* presents our recommendations for organizing to delivery the strategy.

*Chapter 5* presents our recommendations for core tourism programming for the marketing strategy.

*Chapter 6* presents our recommendations for non-tourism core programming for the marketing strategy.

*Chapter 7* shows our summary market plan, including target markets and the integrated promotional strategy. The full two-year marketing plan with estimated budgets is provided under separate cover.

*Chapter 8* provides a recap of the key implementation milestones for the strategy.

A list of reference materials used during the study is shown in the *Bibliography*.

The focus group participants, interviews and other community contacts are listed in *Appendix 1*.

A summary of the Vancouver Coast and Mountains Visitor profile is located in *Appendix 2*.

## 2 Current Situation

### 2.1 SOCIO-ECONOMIC OVERVIEW

The District of Mission is located approximately 70 kms east of Vancouver in the Fraser Valley. Situated on a hillside overlooking the Fraser River, Mission enjoys a natural setting combined with all the amenities of a rapidly growing community of approximately 33,000 citizens.

Historically, Mission's economy relied heavily on agriculture and forestry related businesses. In recent years, emerging sectors such as manufacturing, transportation and construction have diversified the local economy. With excellent transportation infrastructure, close proximity to the US Border, and affordable industrial land, Mission is home to several dynamic manufacturing companies.

Residents enjoy both the natural amenities along with public facilities within the community. With outdoor recreation opportunities abound, Mission is known for world-class sturgeon fishing, mountain biking, hiking, its abundance of parkland and its 10,000 hectare Municipal Forest. Other attractions and amenities include the Fraser River Heritage Park, the expanded Mission Leisure Centre & Sports Park, Westminster Abbey, XÁ:YTEM, the Power House at Stave Falls, and Mission Raceway.

For the arts and culture community, Mission residents enjoy the events hosted in the 700-seat Clark Foundation Theatre as well as the Mission Arts Centre. Mission is also home to several annual festivals and events such as Cameo Music Festival, Candlelight Parade, Folk Festival, Fraser Valley Eagle Festival, and the Soap Box Derby.

Observations about the major socio-economic characteristics appearing in of Mission are as follows:

- In the last five years Mission's population growth has lagged the province, but a near doubling of the current population of 33,000 is projected over the next 25 years.
- The average age of Mission residents remains below the BC average due to more children and fewer older adults.
- Overall educational attainment levels in Mission lag those of BC, but the community does have higher proportions of trade and non-university educated workers.
- Average incomes in the community are below the BC average.
- Forestry, construction, retail trade, health care, education and tourism are leading sectors by employment. Overall, there is a high reliance on employment income, and investment, pension, and self-employment sources are less important. In terms of income, manufacturing (including wood products), construction and agriculture are the key private sectors. More than 55% of all basic community income derives from the public sector or government transfer payments.
- Like many other local economies in the province, the job base in Mission is gradually shifting from goods production to services.

Table 2-1: Population and Labour Force Characteristics, Mission

1 General									
Incorporated in 1892, Mission has a total land area of 225.78 square km (2001 Census). By highway the commercial centre is 69 km east of Vancouver. Mission is in the Fraser Valley Regional District.									
2 Population Estimates					Age Distribution				
Annual Estimates					Age and Gender - 2001 Census				
(as of July 1, includes estimate of Census undercount)									
	Mission		BC		Mission		% Distribution *		
Year		% Change Prev. Year		% Change Prev. Year	All ages	Male	Female	Mission	BC
1999	32,304	-	4,011,342	-	0 - 14	15,835	15,435	100.0	100.0
2000	32,403	0.3	4,039,198	0.7	15 - 24	3,680	3,450	22.8	18.1
2001	32,638	0.7	4,078,447	1.0	25 - 44	2,195	1,980	13.4	13.2
2002	32,688	0.2	4,114,981	0.9	45 - 64	4,755	4,775	30.5	30.1
2003	32,894	0.6	4,146,580	0.8	65 +	3,675	3,485	22.9	25.1
						1,530	1,750	10.5	13.6

Source: BC STATS

Source: Statistics Canada

\* distribution based on published totals, both sexes

3 Selected 2001 Census Characteristics									
Labour Force by Industry (NAICS)					Summary Characteristics				
	Mission	%	BC %		Mission	BC			
Total labour force	15,520	100.0	100.0	Population, 2001	31,272	3,907,738			
Industry - Not applicable	390	2.5	2.2	Population (by citizenship)	30,590	3,868,875			
<b>All industries (Experienced LF)</b>	<b>15,135</b>	<b>100.0</b>	<b>100.0</b>	Non-immigrant	25,875	2,821,870			
111-112 Farms	460	3.0	1.9	Immigrant	4,580	1,009,820			
113 Forestry and logging	165	1.1	1.2	Labour force (15+ yrs.)	15,520	2,059,950			
114 Fishing, hunting and trapping	45	0.3	0.3	Employees	13,225	1,715,600			
1151/2 Support activities for farms	15	0.1	0.1	Self-employed	460	95,185			
1153 Support activities for forestry	25	0.2	0.5	Participation rate	% 66.2	% 65.2			
21 Mining and oil and gas extraction	50	0.3	0.7	Unemployment rate	% 8.1	% 8.5			
22 Utilities	100	0.7	0.6	Population, 20 yrs. & over	21,005	2,890,730			
23 Construction	1,180	7.8	5.9	Less than grade 9	1,260	190,905			
31-33 Manufacturing	2,090	13.8	9.6	Some high school	5,005	511,600			
311 Food manufacturing	180	1.2	1.1	High school graduate	2,990	354,130			
321 Wood product manufacturing	840	5.6	2.3	Trades certificate	3,310	370,170			
322 Paper manufacturing	20	0.1	0.8	College without diploma	1,545	208,385			
41 Wholesale trade	530	3.5	4.1	College diploma	3,525	482,050			
44-45 Retail trade	1,845	12.2	11.6	Some university	1,635	264,450			
441 Motor vehicle and parts dealers	195	1.3	1.1	University degree	1,730	509,030			
445 Food and beverage stores	590	3.9	3.0	Census families	8,585	1,086,030			
448 Clothing & clothing accessories	115	0.8	1.2	Lone-parent families	1,560	168,420			
452 General merchandise stores	170	1.1	1.3	Households	10,705	1,534,335			
48-49 Transportation & warehousing	900	5.9	5.7	1-family households	7,850	1,012,925			
51 Information and cultural industries	315	2.1	3.1	Multi-family households	355	35,050			
52 Finance and insurance	365	2.4	4.0	Non-family households	2,505	486,355			
53 Real estate & rental/leasing	315	2.1	2.1	Median Income	\$ 21,862	\$ 22,095			
54 Prof'sonal, scientific & tech. serv.	635	4.2	6.8	Males	\$ 30,922	\$ 28,976			
55 Mgmt. of companies/ent'prises	-	-	0.1	Females	\$ 15,035	\$ 17,546			
56 Admin+support, waste mgmnt srv.	535	3.5	4.0	Median Family Income	\$ 53,791	\$ 54,840			
61 Educational services	985	6.5	6.9	Economic Families	8,310	1,044,850			
62 Health care and social assistance	1,565	10.3	9.9	Incidence, low income	% 12.1	% 13.9			
71 Arts, entertainment and recreation	330	2.2	2.3	Unattached persons, 15+	3,255	576,825			
72 Accommodation and food services	925	6.1	8.3	Incidence, low income	% 40.8	% 38.1			
721 Accommodation services	90	0.6	1.9	Population in private hh.	30,385	3,785,270			
722 Food services & drinking places	830	5.5	6.4	Incidence, low income	% 15.0	% 17.8			
81 Other services (excl. public admin.)	785	5.2	4.9	Dwellings	10,710	1,534,335			
91 Public administration	980	6.5	5.6	Owned	8,020	1,017,485			
Agriculture, Food and Beverage	670	4.4	3.0	Rented	2,685	512,360			
Fishing and Fish Processing	55	0.4	0.5	Average gross rent	\$ 705	\$ 750			
Logging and Forest Products	1,055	7.0	4.7	Average owners' payments	\$ 1,011	\$ 904			
Mining and Mineral Products	325	2.1	2.0	Avg. value, owned dwel.	\$ 199,496	\$ 230,645			

Source: Statistics Canada, incomes are for 2000; rent/owner's payments are restricted to non-farm, non-reserve private dwellings.

Table 2-2: Business Activity and Personal Income Measures, Mission

4	Values of Building Permits								Year
	Residential				Non-Residential		Total		
	Number of Units		Value \$'000		Value \$'000		Value \$'000		
	Mission	BC	Mission	BC	Mission	BC	Mission	BC	
1999	121	18,630	15,882	2,591,861	20,158	2,104,009	36,040	4,695,870	1999
2000	91	15,739	12,140	2,403,140	9,005	2,088,857	21,145	4,491,997	2000
2001	129	17,542	17,060	2,829,874	4,437	2,124,898	21,497	4,954,772	2001
2002	229	24,772	25,732	3,888,147	3,731	1,771,268	29,463	5,659,415	2002
2003	259	27,163	36,837	4,514,185	5,013	1,880,053	41,850	6,394,238	2003

Source: Statistics Canada

Note: Detailed non-residential permits data can be found on our Website: [www.bcstats.gov.bc.ca](http://www.bcstats.gov.bc.ca)  
A dash can indicate a nil report, a value of less than \$500, or non-reporting.

5	Personal Taxation Statistics					Percent Change in Avg. Income
	Total Income of Taxable Returns					
	Taxable Returns (#)		Average Income (\$)		% Change avg. income	
Year	Mission	BC	Mission	BC	Mission	BC
1996	13,880	1,879,340	33,511	36,961		
1997	14,150	1,898,700	34,230	37,894	2.1	2.5
1998	14,530	1,915,220	34,102	38,398	-0.4	1.3
1999	15,190	1,937,520	35,735	39,758	4.8	3.5
2000	14,640	1,928,560	36,938	42,121	3.4	5.9
2001	15,260	1,981,530	37,044	42,095	0.3	-0.1

Source of Total Income 2001				% Distribution, Total Income					
	Mission	% of Total	BC	% of Total					
Employment	446,989	71.7	66.5	66.5	70	60	10	10	10
Pension	68,502	11.0	12.3	12.3	10	10	10	10	10
Investment	23,289	3.7	7.6	7.6	10	10	10	10	10
Self-Employed	29,796	4.8	5.3	5.3	10	10	10	10	10
Other	29,794	4.8	4.9	4.9	10	10	10	10	10
Tax Exempt	24,782	4.0	3.4	3.4	10	10	10	10	10
Total	623,189	100.0	100.0	100.0					

Source: Canada Customs and Revenue Agency. Areas are defined by postal codes and may not match municipal boundaries.

6	Dependency on the Safety Net						Total Beneficiaries by Age Group, % (Basic BC Assistance & EI)
	Percentage of Population by Age Receiving Benefits - September 2003						
	Age Group	BC Basic* Income Assistance Recipients (%)		Employment Insurance Beneficiaries (%)		Total of BC Basic Income Assistance & EI Beneficiaries (%)	
Mission		BC	Mission	BC	Mission	BC	
Under 19	4.5	4.0					
19-24	4.2	2.5	5.2	2.7	9.3	5.1	
25-54	2.7	2.1	3.9	3.6	6.6	5.6	
55-64	1.0	1.0	1.7	1.6	2.7	2.6	
19-64	2.7	2.0	3.8	3.1	6.4	5.1	

\* Includes those receiving temporary assistance only. Excludes aboriginal people living on reserve, seniors/OAS, and children living with a relative.

Source: BC STATS. Prepared using administrative files from the BC Ministry of Human Resources, and Human Resources Development Canada

7	Business Formations and Failures								
	Incorporations		Bankruptcies						
	Number		Year	Abbotsford		Chilliwack		BC	
Mission	BC	Business		Consumer	Business	Consumer	Business	Consumer	
1999	91	21,009	1999	68	397	24	193	1,075	8,179
2000	94	21,386	2000	45	487	22	213	976	9,181
2001	75	19,474	2001	63	417	28	210	1,100	9,474
2002	71	20,987	2002	42	405	37	163	1,105	9,527
2003	103	22,531	2003	44	321	21	184	1,002	9,394

Source: Ministry of Finance, B.C. Government

Source: Office of the Superintendent of Bankruptcy, Govt of Canada

## 2.2 SWOT

The following Strengths, Weaknesses, Opportunities and Threats summary was drawn from existing research on the Mission area, as well as feedback obtained from the focus groups for this project.

<b>Strengths and Assets</b>	
<ul style="list-style-type: none"> <li>• Location</li> <li>• Westminster Abbey</li> <li>• Xa:ytem</li> <li>• Downtown</li> <li>• Festivals</li> <li>• Interesting history</li> <li>• Natural beauty and setting</li> <li>• Arts and culture community</li> <li>• Best of the city and the country</li> </ul>	<ul style="list-style-type: none"> <li>• Forest industry</li> <li>• Tree Farm Licence</li> <li>• Affordable real estate</li> <li>• Small town character</li> <li>• Waterfront</li> <li>• Westcoast Express</li> <li>• Mission Raceway</li> <li>• Improving transportation infrastructure</li> <li>•</li> </ul>
<b>Weaknesses and Threats</b>	
<ul style="list-style-type: none"> <li>• Growing bedroom community</li> <li>• “Negative” media representation of the community</li> <li>• Traffic movement and congestion</li> <li>• Poor directional signage</li> <li>• High youth unemployment</li> <li>• Pollution from the Lower Mainland</li> <li>• Possible growth management problems (e.g. sprawl)</li> </ul>	<ul style="list-style-type: none"> <li>• Possible loss of manufacturers (e.g. cedar mills)</li> <li>• Lack of appeal and possible decline of downtown</li> <li>• Loss of downtown anchor stores</li> <li>• Perceived service downtown</li> <li>• Leakage of local shopping dollars</li> <li>• Lack of developable industrial land</li> </ul>
<b>Opportunities</b>	
<ul style="list-style-type: none"> <li>• Visitor gateway to the Fraser Valley</li> <li>• Outdoor recreation and nature tourism products</li> <li>• Daytrip destination for the Lower Mainland</li> <li>• Heritage and cultural interpretation and events</li> <li>• Sporting events and competitions</li> <li>• Industrial land development and redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown revitalization programs</li> <li>• Buy, shop, visit local campaigns</li> <li>• Service opportunities related to new residential areas</li> <li>• Waterfront access and development</li> <li>• 2010 legacy projects</li> </ul>

Mission has a good mix of strengths and advantages that could form the foundation of a community marketing program. Major observations include the following:

- Mission has a strong sense of history and some major cultural attractions, both aboriginal and settlement, for interpreting this history.
- The natural setting of Mission is exceptional with a wide variety of views of the Fraser Valley, the Fraser River and the Coast Mountains.
- Having been somewhat isolated from Lower Mainland sprawl and development, Mission’s real estate costs remain relatively inexpensive for both residents and businesses.

## 2.3 ECONOMIC DEVELOPMENT COMMITTEE VISION AND GOALS

The Economic Development Committee (EDC) is the designated leader of economic development activities for the District of Mission.

### Vision

The following vision statement for the Mission EDC was produced in the 2002 Economic Development Strategy.

Mission is an attractive and well-planned community known for its unique small town ambience and surrounding rugged beauty. It has developed into a complete community in which residents have access to quality local services and amenities, and opportunities to live, work, learn, shop, and play. Residential expansion has occurred in high quality developments, where ethnic diversity and all age groups are accommodated and embraced. Senior's support services, including health services and housing options, are readily available. Employment opportunities exist for all age groups as the economy diversifies and expands. Residents celebrate life through the many arts, cultural, and sporting events, which also attract visitors from throughout the region.

Mission is guided by a strong community consensus and committed leadership. District Council is responsive and proactively pursues the community vision in cooperation with a professional and supportive staff. Residents have a strong sense of community pride and volunteerism that supports its many organizations and events. The community works together to solve problems and create opportunity. Active partnerships support community development goals. The community respects its past heritage while it builds for the future.

The growing local economy is well diversified, stable and developing in a sustainable manner, providing clean well paying jobs for residents. Mission has a positive business climate – local government and organizations are pro-active in encouraging and supporting business development. The commitment to quality infrastructure and transportation improvements on major access routes has increased Mission's competitive position for continued business development and job creation.

Mission has filled the growing Lower Mainland demand for industrial land by proactively planning and servicing well situated, high quality industrial properties offering business a competitive alternative to other communities. The Mission Development Corporation acts as a catalyst and encourages partnerships to ensure that an affordable land base of serviced industrial property is available in Mission.

Mission has a vibrant commercial and service sector. A complete shopping experience is offered to residents with a unique mix of retail and commercial areas. As the heart of Mission, Downtown has re-emerged as a primary shopping destination for local residents. Specialty shops and niches have emerged and draw visitors from around the Lower Mainland. First Avenue has an attractive and unified design that touches the imagination and attracts visitors. Several arts and cultural events are held annually in the downtown and are well attended. Waterfront development has opened up access to the river with pedestrian links to the downtown.

Tourism has increased its role and stature in the community. The tourism industry is taking better advantage of its diverse heritage, arts, cultural, and recreational resources to develop regional destination status. Stakeholders are well organized and have a unified approach to developing and promoting the industry. Mission is the gateway for North Fraser River country and acts as a staging area for outdoor recreational pursuits. It is much easier for visitors to make their way around the community as directional signage highlights tourism services and features. Local film production activity is growing and is supported by local resources and coordination and an active Fraser Valley film commission.

### Goals

The Economic Development strategy also identified the following economic development goals:

- Expand the economy into new and growing sectors, as well as developing new opportunities within existing sectors.
- Create new, long-term quality jobs that provide opportunities for the local labour force.
- Recognize the value of the natural environment, heritage and cultural resources in the continued sustainable development of the community.
- Enhance the sense of community while preserving the small town lifestyle.
- Maintain and enhance the Quality of Life of the community.

## **2.4 KEY PARTNERS**

### **Mission Chamber of Commerce**

The Mission Regional Chamber of Commerce currently provides contract administrative services to the ED officer based on 20 hours per week. The administrative time will be split to provide project coordination services and implementation support for the EDC.

Currently the Chamber of Commerce is contracted by the District of Mission to supply visitor services operating the Visitor InfoCentre. To effectively serve the visitor throughout the consumer purchase cycle (awareness, interest, evaluation, purchase, and loyalty), it is recommended Tourism BC-trained travel counsellors respond to potential visitors and visitor inquiries generated from activities of the EDC. A new Chamber service includes responding to a toll-free phone number.

Primary visitor services activities include:

- VIC Centre operation and training of staff
- Merchandise sales (Mission area brand)
- Tracking inquiries against EDC marketing programs (toll free # and web responses)
- Database management of visitors, business listings and report generation
- Mail outs of promotional materials
- Coordinate internal fam tours for neighbouring VIC staff, local operators etc.
- Deliver TBC workshops: Customer Service / SuperHost
- Maintain Festivals Events list on the website
- Book accommodation TBC Programs
- Market research / Resource Library
- Man portable info booth at local events and festivals, racetrack etc.
- Research editorial profiles of Mission and correct information as required

- Coordinate Welcome Host plan for business, conference and tournament visitors
- Other: as identified throughout the strategy

### **Mission Downtown Business Association**

The Mission Downtown Business Association (MDBA) is one of 53 operation Business Improvement Areas (BIAs) in BC. The BIA movement has been in existence since 1991 and over the last 13 years has helped communities and especially downtown shopping districts enhance their competitiveness.

In late 2001, the District of Mission commissioned the *Mission Downtown Retail Market Study* which looked at detailed recommendations for the downtown commercial core area. The 2002 *Mission Economic Development Strategy* also made recommendations for downtown development. Since these plans were produced, the MDBA have been working on implementing initiatives with the help of a part-time coordinator. As downtown is a major component of tourism and general economic development marketing for the District, further progress on downtown initiatives is urgently required. The EDC and Chamber will be working with the MDBA to ensure this happens.

### 3 Tourism in BC and the Mission Area of the Fraser Valley

The information for this tourism profile has been taken from both primary and secondary sources. Several key reports and statistical data were reviewed to identify industry trends, market characteristics and activity indicators.

#### 3.1 BC MARKET INDICATORS

Tourism British Columbia will be releasing the 2004 edition of the *Value of Tourism* in December. The following is the latest available statistics.

##### Visitor Expenditures

Tourism revenue totalled \$9.2 billion in 2001, a 2.3% decline from 2000. This was the first time that revenue declined in the last 10 years. A major component of these expenditures came from the US market (25.5%), whose tourism expenditures injected a total of \$2.3 billion into the provincial economy. 2001 also saw strong contributions by BC resident visitors (26.6%) and visitors from the rest of Canada (29.6%). Visitor spending among key markets varied with the length of stay and per day expenditures. For example, British Columbia residents represented 48.1% of total visitor volume in 2001 but only 26.6% of the revenue, as they spent less on average per visit than visitors from long haul markets. Conversely, overseas visitors contributed 17.7% of the total revenue while representing only 7% of the volume.<sup>1</sup>

##### Visitor Markets

In 2001, the composition of overnight visitors to BC was split almost evenly between residents and non-residents from outside the province. About one third of overnight visitors to BC originate from short haul regional Canadian and US markets, with another 15 % long haul visitors from North America. Overseas visitors make up a small portion of the total. The proportion of non-resident visitors has been increasing gradually over the last 10 years, an indication of the growing attractiveness of the province as a tourism destination.

Visitor entries to Canada via BC fell (-2.0%) in 2001 for the first time in over a decade. This decline was apparent for most of the year, while the terrorist attacks on September 11 further dampened travel. In 2001, BC welcomed 8.3 million international visitors to the province.<sup>2</sup>

American travellers took 6.9 million trips to Canada via BC, down 1.6% from 2000. The number of overnight trips rose (+1.1%), while same-day trips declined (-4.4%). International traveller entries into BC fell 3.9% in 2001 to 1.4 million. Fewer visitors from Japan (-7.8%) and Taiwan (-27.8%) helped pull down the total entries from Asia (-3.6%). Entries from South Pacific countries also declined (-1.4%).<sup>3</sup>

##### Tourism Employment

There were 114,300 tourism jobs in BC in 2001, an increase of 1.7% from 2000. This occurred despite a decline in overall visitation. Tourism accounted for 7.2%, or one in 14 jobs in British

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<sup>1</sup> Tourism British Columbia, *The Value of Tourism, Building Tourism With Insight*, February 2003.

<sup>2</sup> BC Stats, *Tourism Industry Monitor*, August 2001, updated February 2003.

<sup>3</sup> Ibid.

Columbia in 2001. The largest employer of tourism workers was accommodation, food and beverage services accounting for over half of the total.

### **Tourism GDP**

Based on a 1997 constant dollar, Tourism GDP rose 0.2% in 2001 over 2000, to a total of over \$5.0 billion. Growth in Tourism GDP outpaced growth in provincial GDP, which was down 0.2% in 2001. Over the past decade, growth in Tourism GDP, based on constant dollars, has averaged nearly 3.1% per year, exceeding the rate of growth of the province as a whole. In total, Tourism GDP, based on constant dollars, was 35.5% higher in 2001 than in 1991.<sup>4</sup>

### **3.2 LOCAL TOURISM INDUSTRY PROFILE**

Mission has very limited but high-quality tourism product which creates the potential to increase tourism interest in the area through an integrated approach of presenting the community in a unified way. An online inventory of tourism businesses and tourism product is recommended as part of this strategy in order to develop a comprehensive profile of the community of Mission. A database classified by the eight sectors of tourism will be compiled and made available on the website. An overview of the key sectors of the tourism industry is noted in the following tables to profile Mission from a community perspective.

#### **Accommodations**

Accommodation choices in Mission are limited with a total estimated capacity of 309 units. The hotel and motel sector is in the maturity/decline stage with the exception of the only chain hotel, The Best Western, which provides modern accommodation with a full service restaurant, indoor swimming pool and meeting space for a maximum of 300. Bed & breakfast and cottage accommodations are growing and range from basic accommodations to specialty Bed & Breakfasts, such as featured gardens. There are only two campground facilities, one a provincial park and the other a private campground, which is also a trout farm.

<b>Accommodation Type</b>	<b>Properties</b>	<b>Units</b>	<b>Total Units</b>	<b>Description</b>
Hotel	2	80 + 31	111	Best Western 80 units, 300 person meeting capacity; Bellevue Hotel 31 units.
Motels	2	40 + 20	60	Diamond Head Motor Inn, Mission Inn Motel
Campgrounds / RV sites	2	64 + *40	104	Rolley Lake Provincial Park and Sun Valley Trout Park
Bed & Breakfast / and Cottages	17	34 estimated based on 2 units per property	34	Range from basic accommodation to exquisite gardens and fishing guide combinations
<b>Total Estimated Capacity</b>	<b>23</b>		<b>309</b>	Total estimated properties may exceed municipal boundaries

\* estimated

<sup>4</sup> Tourism British Columbia, *The Value of Tourism, Building Tourism With Insight*, February 2003.

## Attractions

Mission has limited but high-quality attractions with significant historical and cultural attributes. These attractions combined with the natural resources and geography of the community provide historical relevance to the community today which serves as the basis for the community identity and branding.

Key Attractions	Key Features
Westminster Abbey	Landmark bell tower, walking trail to panoramic view of the Fraser River, church services. One of only two Benedictine monasteries in Canada.
XÁ:YTEM Long House Interpretive Centre	Hatzic Rock, Sto:lo people, Oldest carbon dated dwelling in BC (9,000 years old). National historic site and BC heritage site.
Power House at Stave Falls	Authentic 1912 power generating station, only one of its kind in BC. National historic site
Fraser River Heritage Park	Historical significance, original St. Mary's site (first mission and source of the name for Mission.) Panoramic view of Fraser River, site of multiple festivals and events. Annual pilgrimage site / Our lady of Lourdes Grotto.

## Sports / Recreation

Mission provides a variety of sports and recreational activity. Although limited, the quality of product is good with options for golf, hiking, fishing, biking and - unique to the Pacific Northwest - Mission Raceway. Hiking trails exist throughout the community in parks and the back country.

Key Sports & Recreation Features	Operators	Key Features
Mission Raceway	1	World class 1/4 mile strip, 1.2 mile road course and 1 mile motocross track. Only track in Lower Mainland Area
Golf	3	One 9 hole and three 18 hole golf courses; Cedar Ridge (18 hole under construction), Sandpiper (18), Eighteen Pastures (18), Mission Golf & Country Club (9).
Fresh Water Fishing Sturgeon Salmon Steelhead Trout	6	Only wild population of Sturgeon in North America Highest productivity of sturgeon out of the three main rivers that contain the highest concentration of sturgeon. 3 operators offering combination guiding services and accommodation Excellent fishing, particularly sturgeon
Bird Watching	1	Trumpeter swans and eagles (Fraser Valley Eagle Festival)
Mission Municipal Forest	1	Established in 1958, 10,414 hectares. One of only two community tree farm licences in the province. 9 trails (2 interpretive). Major potential for interpretive "working forest" attraction and mountain biking / hiking destination.
Hayward Lake, Stave Lake & Ruskin Dam	1	BC Hydro Recreation Areas, picnicking, hiking, biking trail loops, dog park. Hayward Reservoir trail, Stave Dam Forest Interpretive Trail etc.
Cascade Falls	1	Regional Park hiking trail and falls, scenic drive.
Nicomien Island		Loop trails along farmlands, ideal for biking, scenic drive.
Matsqui Riverfront	1	Regional Park trail along Fraser River, south of Mission Trans Canada Trail section leads to Sumas Mountain Park

Trail & Wagon Rides	1	Thunderhorse Ranch, Dewdney
District of Mission Leisure Centre	1	Currently under renovation. Swimming pool, ice rink, curling rink, racquetball courts, sauna, whirlpool, weight room, outdoor water feature.
Sporting Events		Annual mountain bike race, Sportsplex
Fish Hatchery	2	Private trout farm campground and fish hatchery with 7.5-foot resident sturgeon "Henry"; Weaver Creek.

### Arts and Culture

Mission has an abundance of talent and a variety of key festivals and events that showcase local and imported talent. Key events ranging from music to bird watching provide a variety of experiences that attract both locals and visitors.

Key Arts & Cultural Attractions	Properties	Key Features
Museum and Archives	3	Mission Museum/ Mission Community Archives and Firefighters Museum (Canada's first and only train robbery / first bridge to cross the Fraser River)
Art Gallery	1	Various programs and exhibits
Theatre	1	Clarke Theatre
Old Car Sunday	June	Classic car displays
Mission Folk Festival	July	Heritage Park / key performers
Twilight Concert Series	July-August	Heritage Park
Downtown Festivals	Summer	Three festivals, undergoing change
Fraser Valley Eagle Festival	November	Eagle sightings from Mission to Harrison Hills
Candlelight Parade	December	Largest outdoor night parade in Canada

### Transportation

Access to Mission for tourism markets is primarily by vehicle with some opportunity through the regional airport at Abbotsford. There is limited access via passenger rail service due to scheduling of the West Coast Express targeted to commuters. Car rental service is new in Mission with service available at the lobby location of the Best Western Hotel.

Transportation	Operators	Key Features
Abbotsford Regional Airport	1	Serving the Fraser Valley, some international flights
Float plane services	1	Charter services
Westcoast Express	1	Commuter train
Car Rentals	1	New service located at Best Western lobby

### Food and Beverage

Mission has major chain stores providing grocery food services with excellent choices for tourists in transit, campers or the RV market. Several fast food and chain restaurants are available along with independent food providers. A good variety of food options is available, however there are limited fine dining opportunities.

Food & Beverage	Operators	Key Features
Wide variety	61	Mix of fast food, franchise, pubs and independents, minimal fine dining.

### Services

Visitor Info Services are provided by the Mission Regional Chamber of Commerce, which is the delivery agency contracted by the District of Mission. The VIC location is east of the main area of Mission reducing the ability to assist the maximum number of visitors arriving into Mission. Retail shopping is sufficient for the needs of visitors with adequate choices for food and drugstore supplies and walk-in medical services.

Visitor Services	Operators	Key Locations
Tourism BC Network	1	Lougheed Hwy, east of Mission.
Plaza and strip malls	4	Junction Shopping Centre (London Drugs, Canadian Tire, movie theatre, White Spot, Starbucks) Downtown Mission (historic buildings, specialty shops, museum and archives, Westcoast Express station) Mission Hills (Safeway / Shopper's Drug Mart) Lougheed Corridor (various big box food stores, shopping plazas, fast food choices)

Source: *Mission Community Profile 2004, Mission Business Directory 2004, Tourism BC Accommodation Guide 2004, Mission Visitor Guide 2004*, various brochures and site visits by the consultants.

### 3.3 VISITOR CHARACTERISTICS

The most reliable visitor profile for the study area is from the *BC Visitor Study*, which unfortunately is now seven years old. There is a separate Vancouver Coast & Mountains tourism region report providing details on visitor markets and their characteristics. The following paragraphs provide a synopsis of key results as they affect the market plan and strategy.

**Visitor Volume and Value** – 30.6 million visitors travelled to BC including both day and overnight visitors. The VCM region captured 50% of all BC visitors, making it the most popular region in the Province. Over 15.2 million travelled to the Vancouver Coast and Mountains (VCM) region during the study period, 58% were non-residents. The non-resident market generates 74% (\$2.512 billion) of the regions tourism revenue, spending an average of \$69 per day or \$284 per stay compared to the BC resident market which generates 26% (\$898 million) spending an average of \$54 per day or \$140 per stay. 34% of the BC resident market visited the VCM region = 6,406,000 compared to 8,845,000 or 74% of the non-resident market.

**Visitor Origins** – For the BC resident market visitor origin includes the GVRD and Vancouver Island both at 32% . BC South 30% and BC North 6% compared to the non-resident market which includes Regional US 28%, Regional Canada 22%, long haul USA 19%, long haul Canada 14%, Europe 6% and Asia/Pacific 1%.

**Visitor Destinations within the Vancouver Coast and Mountains Region** – For the BC resident market 26% of GVRD residents visited Mighty Fraser Country compared to the non-resident markets of which 41% of regional Canada markets followed by 23% from regional USA, 19% from long haul Canada with 15% from long haul USA.

**Socio-demographics** – The average age range of the BC resident Vancouver Coast and Mountains region visitor was 38-40 years. 45% had an average household income of \$40-\$80,000 with 26% over \$80,000. 58% had post secondary education compared to non-resident markets whose age ranged from 35-47 years with 42% reporting an average household income of \$40-\$80,000 and 43% over \$80,000. 90% had post secondary education.

**Average Length of Stay** – Resident visitors spent an average of 2.7 days in the region, while non-resident visitors stayed 4.1 days.

**Seasonality** – BC residents travel mostly in the summer with 46% from the GVRD reducing to 27% in the winter. Vancouver Island visitors travel 37% in winter and 36% in summer compared to non-resident visitors with 46% of regional Canada travelling in summer and declining to 27% in winter. Regional US travellers are more balanced with 38% in summer and 37% in winter. Long-haul US markets travel 67% in summer with 15% in winter.

**Travel Party** – Average party size among BC resident visitors was 3 people (primarily adults) compared to 2 people (also primarily adults) of non-resident markets.

**Trip Purpose & Frequency** – The primary trip purpose was visiting friends and relatives (93% of BC resident visitors) followed by general sightseeing, outdoors/wilderness activities and city/town sightseeing.

BC residents take 7.5 leisure trips per year compared to the non-resident markets who only travel 1.75 times per year.

**Expectations Met** – The top three expectations that were met while visiting the region were learning new things, getting value for the cost of the trip, and visiting a place that takes care of its environment.

**Sources of Information** – Top sources for information: Brochures and books followed by friends and relatives, travel agents (for long haul markets), travel info centres (while in transit) and media coverage. *Note: This survey was conducted prior to the full development of marketing on the World Wide Web.*

Refer to Appendix 2 for a summary of the Vancouver Coast and Mountains Visitor profile.

### **3.4 ACTIVITY MEASURES**

#### **Room Revenues**

The accommodation sector in the Fraser Valley has increased over the past six years from 74 properties and 2,288 rooms in 1995 to 83 properties and 2,890 rooms in 2001 with revenues of \$21,591,000 in 1995 and \$33,819,000 in 2001.<sup>5</sup>

#### **Visitor Info Centre**

The number of inquiries handled by the VIC, while not representative of all visitors, shows mixed results with steady declines since 1998 with a slight recovery in 2002. On average, only three percent of all visitors to a community visit a VIC. Thus the drop in Mission VIC visitation may not be representative of all visitors.

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<sup>5</sup> Mission Community Profile 2004

**Mission Visitor Info Centre Visitation, 1996-2003**

	2003	2002	2001	2000	1999	1998	1997	1996
<b>Number of Visitors</b>	11,737	13,333	11,747	13,970	15,447	18,926	17,255	14,296
<b>Percent Change</b>	-12.0 %	13.5 %	-15.9 %	-9.6 %	-18.4%	9.7 %	20.7 %	n/a no data for 1995

Source: Mission Visitor InfoNetwork Statistics Program.

Visitor origin is consistently dominated by the BC resident, with day trippers being the most common. Based on 2003 statistics transportation requests were ranked number one at 16%, followed by site facilities/washrooms 14%, accommodations and attractions both at 13%, adventure/recreation 11%, other 10%, parks 8% and community services 4%. Main users of the VIC centre was residents.

### 3.5 MAJOR TRENDS<sup>6</sup>

***Fundamental shift in visitor profile and behaviour*** – The travelling consumer is very different from any other time in history. The most successful businesses in the travel industry are those that respond to the challenge through the use of technology, innovative marketing programs, better training of staff and by developing a closeness and understanding of their customers/guests. The differences in travel patterns in the next century will be related more to what consumers are seeking in a travel experience than to how they travel.

***Emergence of new markets*** – Travel is no longer a novelty to the new tourist. Studies support what industry executives have been noticing for the last few years. People expect more out of their vacations than they used to and they are more adventuresome.

Surveys done by the Canadian Tourism Research Institute indicate a high degree of interest in getaway vacations, ecotourism, cultural tourism and combining a business trip with a pleasure trip. Specific market opportunities include:

- motor coach bookings on the rise
- incentive and conference planners
- interpretive and escorted tours
- resorts
- ecotourism
- fly/drive packages
- minority populations

***Decline of traditional market segments*** – A decline in the traditional camping market and the long-term decline in the number of US travellers who view the Alaska Highway as a destination have both contributed to the lack of growth in visitation to the region.

***Expansion of the older demographic*** – In Canada, by the year 2011, the age group of 44-64 year olds will number 10.2 million, up from 6.4 million today. Another group with significant potential during the next decade will be the 75+ age group. The same trends are affecting all industrialized countries. As the average age of the travelling public increases, the effects will be expressed through increased demand for safer, interpreted and package tourism products. As older travellers are also more likely to travel in groups, products and services catering to this segment are also expected to increase.

***Narrower decision-making window*** – The trend toward a more full-service experience where the visitor does not have to make a series of purchase decisions once they have arrived will impact the types of packaging and partnering initiatives that can be presented to tourists in order to strategically capture the market. As an example, there is a dramatic increase in short, getaway trips, which means that people are trying to pack more activities into more frequent trips of shorter duration. These travellers are more likely to have higher educations and incomes, and lack time. So convenience and quality is key. The idea of packaging hiking, cultural/heritage and candlelight dinners at the same time was unheard of a decade ago, but travellers are expecting this sort of value for the time and money they spend on their holidays.

***Safety*** – The events of September 11, 2001 have had a significant impact on British Columbia's tourism industry, evidenced by a drop in visitation and revenue for the first time in a decade. But the decline has been among overseas visitors, while US visits have continued to increase. Concerns about air travel safety are expected to contribute to sustained demand for North American holidays and motor coach touring among domestic markets.

***Technology*** - Technological innovation is impacting the tourism industry in several ways: access/transportation, comfort, safety, communication, and information. It has lowered the risk associated with many outdoor activities in particular, enhancing participation and opening up new opportunities for business and market development.

***Increasing need for access to land base*** – Access to and opportunity for land use is paramount to adventure tourism and ecotourism development and since the bulk of the land base is Crown land, these are usually determined by provincial land managers. Allowable activities, acceptable practices and facilities are the three main parameters determining what activity occurs and where. Adventure activities are increasingly seen as a legitimate use of Crown lands but it has only been in the very recent past that multiple-use concepts have been discussed in the policy framework. The industries, and communities, which rely on the related economic benefits, have to ensure that adventure tourism interests have a rightful place within the land and resource management regime.

***Tourism BC Forecast*** – The following is an initial forecast of market performance for 2004. Surveys of household travel intentions and motivations, mid-range projections of economic conditions and forward-looking indicators of business activity were all utilized in the development of this forecast. This forecast is also predicated on the assumption that the confluence of major events that occurred during 2003, including the onset of the Iraq War, the appearance of Severe Acute Respiratory Syndrome (SARS), Bovine Spongiform Encephalopathy

(BSE) and the unprecedented impact of forest fires in the British Columbia interior, will not have a lasting affect on the tourism industry. Tourism British Columbia had anticipated that industry recovery from the September 11th, 2001 terrorist attacks (which began in 2002) would gain momentum in 2003, and tourism would return to growth patterns experienced during the decade before 2001. However, the events of 2003 led to the largest decline in visitor volume since 1987. This forecast anticipates that these events will have a diminished impact on visitation during 2004 and onwards. A recurrence of SARS, the mutation of the virus responsible for Avian Flu to permit human-to-human transmission or a major terrorist event would compromise this forecast. Tourism British Columbia will closely monitor these issues and other key factors, such as rates of economic growth in key markets and fluctuations in exchange rates, which will influence industry performance during the year, and will revise the forecast as necessary. Overall, visitation to British Columbia is forecast to increase 2.8% during 2004 to 22.5 million overnight visitors, generating \$9.4 billion in revenue. Overseas and long haul North American markets are expected to grow more than short haul markets as travel patterns return to normal following the impact of the events noted above and as long haul air seat capacity rebuilds. Business travel is expected to grow as improved economic growth in many countries during the second half of 2003 should be sustained through 2004.<sup>7</sup>

### **3.6 CONCLUSIONS ABOUT TOURISM IN MISSION AND AREA**

Our conclusions, based on the preceding analysis of markets, trends are as follows:

- Mission's natural, heritage and cultural resources have formed a mix of tourism products that is unique in the Lower Mainland and which could be further developed to strengthen the industry, tourism operators and the local economy.
- The hospitality and operator capacity in Mission is limited, but growing. There are some major destination attractions that draw visitors from around the world to the community.
- As part of the Vancouver Coast Mountain tourism region, Mission is accessible to more than 15 million visitors who come to the region every year.
- Major activity measures show tourism to be a growing industry in Mission. The contribution of tourism to total community income increased three-fold between 1991 and 2001. Room revenues continue to climb at a healthy pace and new products and opportunities are being added at a regular rate.
- In the short-term, the best opportunities for Mission are in the regional and short-haul markets. Mission also has convenient access to some outstanding nature-based tourism resources (e.g. fishing, mountains, rivers). New products for this segment will have very strong appeal for the regional market.
- There are many opportunities for packaging and new product development in Mission. Our focus groups with tourism operators indicated good potential for new partnerships.
- National and international tourism trends show that visitor markets and the industry are evolving rapidly. Visitor motives for travel are becoming more attraction-oriented and fundamentally different from the socially-oriented free independent traveller of the past.

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<sup>7</sup> Source: Tourism British Columbia, *2004 Tourism Outlook Building Tourism With Insight*, March 2004

Mission already has a competitive advantage due to its strong roster of destination facilities. Further enhancements, related product development and supportive infrastructure could provide the community with an even stronger tourism base in the future.

## 4 Core Tourism Programming

Core programming refers to those activities that provide a context for marketing and promotion, which remain the key element of this strategy. Whereas the marketing and promotion plan presented in the next chapter deals primarily with positioning, targeting, selling and delivering the Mission Area brand to market, this chapter outlines some of the programs the EDC will have to undertake in order to support marketing objectives and build a legacy of success. Communications, market intelligence and product and industry development are core programs that must be in place if the Mission EDC is to achieve its economic development goals.

Each of the following seven program areas is vital for the tourism component of the EDC to be effective:

- Research / Resource Library
- Database Management
- Communications with Local Industry
- Product & Industry Development
- Partnership Development
- Tracking and Evaluation

### 4.1 RESEARCH

#### Rationale

Both the EDC and tourism businesses require information about the tourism industry, markets and promotional opportunities. On-going research is vital to success, as markets and situations are constantly changing. As part of the marketing strategy, gathering information through the regional, provincial and national DMOs, government ministries and other sources will assist with community marketing function in order to evaluate programs and services for potential participation. As well, these sources provide industry information. In addition to collecting secondary research, primary research fills the information gap by providing specific information relevant to the current situation. Tourism BC does not have any immediate plans to conduct a province wide visitor survey, therefore a regional survey is recommended for the Fraser Valley.

#### Initiatives

1. **Exit Survey** - The Mission EDC requires primary data on visitors to assist in developing strategies that would be effective in attracting more visitors. Primary research in the form of an exit survey is proposed with the assistance the HRDC Summer Partners Program. It is proposed the survey will be in partnership with the other Fraser Valley DMOs/EDOs and the Vancouver Coast and Mountains Tourism Region. The survey would create a benchmark for profiling visitors to the region. Results will be used in subsequent years for comparative and trend analysis. Streamlining research surveys with local festivals and events could also be part of the process. The last Visitor Survey conducted by Tourism BC for the entire province was conducted in 1995-96 with results published in 1998. Although this information is of value, it was not intended for community specific purposes. Vancouver Coast and Mountains compiles a visitor profile through their

inquiries database, however specific information on visitors to the Mission area is not collected. The research department of Tourism BC will conduct research which could be modeled after the Okanagan, or Visitor Info Centre analysis such as the Maple Ridge profile. TBC would require a two-year advance expression of interest.

2. **Resource Library** - A resource library of both hard copy and electronic information is required for the EDC to use and to disseminate to tourism businesses. The resource library would contain relevant tourism industry information through comprehensive primary and secondary research. It will contain local industry information, market research, product inventory, local, regional, provincial and national tourism industry programs and services and other information as required. Key tourism resource materials include the TBC Business Essentials series.

## 4.2 DATABASE MANAGEMENT

### Rationale

The database forms part of the web strategy, which provides the most efficient and effective solution for the housing and dissemination of information. Web access through security codes allows various users to access the system remotely.

Maintaining the product inventory of local businesses will be essential in assisting with marketing, partnerships, product development, communications and packaging. The contact list of operators supports the internal communication system that distributes information as well as allowing the EDC to conduct primary research of the local industry. In addition, media and industry contacts would also form part of the database.

E marketing and direct mail for potential repeat visitors requires collection and management of information, the database will be able to sort prospective visitors by their interests providing the opportunity to send customized information via email or by mail. Tourism BC is currently in progress to develop a province wide product inventory on-line with booking capability on their website. Ideally the inventory from the Mission area website would be compatible with Tourism BC standards and forwarded to Tourism BC to ensure their records are up to date.

### Initiatives

1. **Database** - Coordinate database development with the District's existing business licence database and the new website.
2. **Master Lists** - Build master lists:
  - Businesses classified by all sectors
  - Tourism operators and organizations classified by the 8 main sectors of tourism
  - Tourism product and natural resources
  - Visitor inquiries
  - Event and meeting spaces
  - Sports venues
  - Artists' inventory
  - Media contacts
  - Contacts from the regional community DMOs, BC community DMOs, Vancouver Coast & Mountains, Tourism BC and Canadian Tourism Commission.

### 4.3 COMMUNICATIONS WITH LOCAL INDUSTRY

#### Rationale

Ongoing communications with the local tourism industry will be important to sustaining interest and participation levels, and for conveying the sense of accomplishment needed to raise participation in marketing programs. The product inventory and contact list will be valuable tools for assisting with communications.

#### Initiatives

1. **Communication System** - Establish a broadcast email and fax system that can be used to maintain ongoing communications with industry partners.
2. **Meeting Schedule** – A semi-annual marketing meeting open to all stakeholders should be established. Outcomes from the meeting can be distributed through email and fax newsletter. Once a year the meeting can be expanded to include an industry workshop session and or familiarization tour of local product.
3. **E-newsletter** – A quarterly e-newsletter of industry news, current events, tourism trends and statistics, new investments and business developments and infrastructure developments for distribution to all tourism partners can be prepared. Marketing opportunities would be distributed on an as needed basis.
4. **Print Materials** – The EDC should make available a print version of materials so partners can arrange for pick-up at the Chamber office or mailed upon request.
5. **Advertising** - Monthly advertising in the local community newspaper “City page”
6. **Press Releases** – Press releases to community and regional newspapers should be undertaken.

### 4.4 PRODUCT & INDUSTRY DEVELOPMENT

#### Rationale

The EDCs’ role in product development is to work with local businesses and industry to support improvements to existing product and attract new opportunities. The product inventory and research compiled by the EDC will assist new business development as well as attracting new business ventures to the region.

Product development is a key strategy to the long-term success of tourism development for the Mission area. The EDC will support initiatives that fill gaps with current product by introducing programs that will address improvements to existing products through upgrades in quality to industry standards, compliance with industry regulations, mobilizing of sectors for networking and packaging of product in preparation for marketing and training operators for SuperHost Community status and product knowledge.

#### Initiatives

1. **Certification and Training Program Uptake** – The EDC should encourage professional development among tourism operators. Provincial and professional standards can be used to guide programming. By adhering to a set of standards, tourism operators will ensure that they are delivering a top quality product.  
An important resource is The Canadian Tourism Human Resource Council (CTHRC), which administers certification of the National Occupational Standards for the tourism

industry and works with provincial agencies for delivery of programs and services. The designated agency in BC is go2, an independent organization that supports tourism employers, managers and entrepreneurs in attracting and retaining a sufficient number of skilled individuals into the tourism workforce in order to meet their business needs.<sup>8</sup> These standards are rooted in the hospitality sector and are broadly based. SuperHost, hunting and fishing guides, heritage interpretation and outdoor adventure guides are some of the accreditation's offered.

2. **Workshops Series** – The EDC can develop and deliver operator workshops to improve local understanding of land use, regulatory, product, marketing, financial and human resource development issues. Workshops are an alternative to certification or classroom training because they are more convenient and less time consuming for operators who might not otherwise be able to participate in formal programs. The workshops can be done in conjunction with industry partners such as Tourism BC. Examples of potential workshop themes include:
  - ▶ Brochure, Rack Card Design and Marketing
  - ▶ Ecotourism workshops focusing on the delivery of “market-ready” business planning, cooperative marketing, and product packaging
  - ▶ Tourism BC programs (SuperHost Community combined with product fam)
  - ▶ Product Packaging
  - ▶ Travel Media Relations
  - ▶ Environmental workshop
3. **Best Practices** - Promote awareness of best practices in product management, marketing and packaging. All of the following resources can be maintained by the EDC within the reference library.
  - ▶ The Canadian Tourism Commission has produced several reports in recent years on best practices in commercial outdoor recreation. Local operators can use these best practices and case studies to upgrade their own companies.
  - ▶ *Business of Adventure: Developing a Business in Adventure Tourism* is a guide for developing a new adventure tourism business or purchasing an existing one. A sample business plan is included.<sup>9</sup>
  - ▶ A step-by-step guide for dealing with the regulatory process, and particularly land use issues, in tourism development was prepared by Tourism BC. It would be helpful in navigating through various licensing and permitting processes.
  - ▶ Information on commercial recreation tenures from Land and Water BC Inc. should be distributed in case a proposed operation wishes to make use of Crown land. It is not necessary to distribute the entire policy document but “frequently asked questions” information can be obtained from LAWBC and distributed.<sup>10</sup>
  - ▶ Tourism BC provides a series of workbooks, which can be purchased by the EDC and provided on loan to individual businesses. Tourism BC offers workshops on some in the series. Titles include: *Ads and Brochures That Sell, Internet Marketing, Hospitality Law Guide, Tourism Packaging & Product Distribution, Environmentally Responsible Tourism, Travel Media Relations, Starting a Tourism Business* and *Sport Tourism*.

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<sup>8</sup> <http://www.go2hr.ca>

<sup>9</sup> Published by Bhudak Consultants – ISBN: 0-0682474-0-0.

<sup>10</sup> <http://lwbc.bc.ca/>

4. **Opportunity Promotion** – Sometimes product development can be as simple as promoting opportunities to entrepreneurs and business people. The EDC can utilize the proposed communication tools to alert the community of opportunities.
  - Create tourism opportunity lists. The list could identify tourism enterprises that do not currently exist in the region, or are under-represented, and for which there is enough apparent demand to support a business.
5. **Attraction Program** - An attraction plan that can be used by the EDC to promote sustainable, nature-based tourism development. This concept has already been explored by other communities and could easily be standardized to encourage appropriate development on both municipal (TFL) and Crown land.<sup>11</sup> The concept calls for:
  - Identifying areas of opportunity for either frontcountry or backcountry tourism development.
  - Undertaking some concept programming that defines the mix of features, activities and amenities that form the opportunity.
  - Conducting some preliminary master planning for site and infrastructure development.
  - Preliminary pre-feasibility studies on the opportunity.
  - Using the above-mentioned materials to prospect for private developers.
  - Providing support services to ensure development happens.
6. **Aboriginal Tourism** - Work towards developing and expanding aboriginal tourism products in conjunction with First Nations in the region. Suggested actions include:
  - Prepare a listing of cultural experiences that could be added to a primary adventure product. Such a listing might include performances by traditional and contemporary performing artists (e.g. dance troupes), story-telling by First Nations’ elders or excursions to view historic sites or places of interest.
  - Consider co-hosting with local First Nations an aboriginal tourism development conference in Mission.
  - Promote joint ventures between experienced tour operators and First Nations.

#### 4.5 PARTNERSHIP DEVELOPMENT

##### Rationale

A major premise of this plan is that it be led by the EDC to facilitate implementation and proceed with priority projects. Putting too much emphasis on involving partners in the early stages may bog down attempts to roll out important marketing programs. This is not to say that other stakeholders would not be approached to establish partnerships in the future. In fact, the preferred approach of marketing and promoting the Mission Area presents opportunities for working with the Regional District (RD), surrounding community DMOs and the private sector on future projects.

##### Initiatives

1. **Maintain Communications with Regional District/ First Nations**– Even though the implementation of this plan will bring economic benefits to the regional district, regardless of whether financial support can be secured, marketing the Mission area outside municipal boundaries fulfills visitor demand. The EDC should ensure that all RD

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<sup>11</sup> Dave Eagleson, “Recreo-tourism is hot!”, *Municipal World*, April 2002.

representatives are part of the communications database discussed as part of the Core Programming, and receive all communications materials (e.g. e-newsletter). The same courtesy should be extended to First Nations' contacts in the region, some of whom may now actively involved in economic and tourism development projects.

2. **Distribute Marketing Materials** – Collateral materials, branding artwork, maps and website profiles should be distributed throughout the community for mass distribution by the tourism businesses and organizations.
3. **Identify Project Opportunities** – Whereas tourism businesses would be interested in ongoing marketing programs, RD and First Nations would be more interested in project initiatives (e.g. map production, infrastructure development). The EDC should engage potential partners by identifying where and why their participation will produce benefits for their constituents.

#### 4.6 TRACKING AND EVALUATION

##### Rationale

In order to evaluate the progress of the programs and services and adjust plans to reflect changing market conditions and local industry needs the EDC would undertake research to evaluate its progress from both industry and the visitor. Tracking all visitor inquiries in the database will support conversion studies to evaluate the effectiveness of the marketing programs.

##### Initiatives

1. **Performance Indicators** - Define internal indicators related to ongoing administrative duties. A proposed list of indicators include the following:
  - ▶ number of tasks and projects initiated and completed;
  - ▶ completion of projects on time;
  - ▶ completion of projects on or below budget;
  - ▶ number of major inquiries handled;
  - ▶ ratio of core funding by City to funds leveraged;
  - ▶ results of annual financial audit;
  - ▶ completion of annual budget on time; and,
  - ▶ results of annual strategic plan review.
2. **Benchmarking** – Comparative benchmarking against other communities should be undertaken to give a better understanding of performance. The process of benchmarking includes gathering data to see how well the community performs against others, and is also a way of identifying new ideas. It is important to understand the cost and time issues of benchmarking – measurement tasks that cannot be reasonably undertaken either because of data gaps or time constraints should not be undertaken. Information needed to fulfill a benchmark analysis should be readily available or relatively easy to obtain. VIC statistics, room revenues (BC Stats), visitor exit surveys (Tourism BC), changes in accommodation inventories (BC Stats) and tourism labour force (Statistics Canada) are among the more easily identified and assembled benchmarks.
3. **Meeting Schedule**- Regular meetings with the advisory committee should include a review of any programs and activities occurring since the last meeting.

4. **Monitoring Reports** – Plan progress and budget updates would be monitored in reports to the EDC. Semi-annual updates, and Annual Reports should track performance, achievements and plans. The following initiative provides some suggestions for specific performance targets.
5. **Market Program Evaluation** – Marketing activities that are meant to increase visitation, spending and visitor satisfaction all imply measurement. The essence of marketing is dynamic so standards and conventions are frequently broken, but what is important are the measurable results. The following are basic measures for key elements of the marketing program which can be monitored and reported in the Annual Report:
  - ▶ Participation rates – growth in volume and program spending by industry stakeholders and partners.
  - ▶ Visitation and spending – activity measures used in this report (VIC visitation, room revenues) as well as primary research (i.e. visitor survey).
  - ▶ Inquiries – website hits, toll free number calls.
  - ▶ Program effectiveness – local industry survey, monthly meetings.

## 5 Core Programming in Non-Tourism Sectors

Tourism is a primary focus of community marketing efforts, but there are other sectors of the Mission economy that could benefit from an integrated marketing and branding program. There is even a direct linkage between tourism marketing and economic development marketing. There has rarely been a situation where company representatives did not visit a place before making an investment. As newcomers to the community they will engage in many of the same “visitor experiences” as tourists will, albeit from a different perspective. If the community has a positive tourism environment then this will reflect positively on the entire business climate and thus influence investment and business relocation decisions.

There are some important distinctions in how communities structure their marketing efforts towards non-tourism targets. This has mainly to do with the very dispersed nature of target audiences and the difficulty in using broadcast techniques to reach them. The District of Mission has limited resources for marketing and unlike tourism, there will be fewer opportunities to leverage marketing expenditures and develop partnerships within industry sub-sectors. An understanding of marketing activities that do work will provide valuable direction for designing a District of Mission marketing program.

<b>Table 3: Effectiveness of Community Marketing Tools</b>	
<b>Leading Sources of Community Information</b>	<b>% of Respondents</b>
Articles in newspapers & magazines	62
Dialogue with industry peers	56
Business Travel	47
Word-of-mouth	29
National surveys	23
Meeting with ED Organizations	21
<b>Most Effective Techniques</b>	<b>% of Respondents</b>
Planned visits to corporate executives	53
Public relations/publicity	40
Hosting special events	37
Internet/Website	34
Direct Mail	33
Trade Shows	32
Advertising	21
<b>Best Features in a Website</b>	<b>% of Respondents</b>
Information on incentives	78
Demographic information	75
Building and sites directory	61
Comparisons to competitor locations	45
List of leading employers	44
<b>Most Important Service Offered by the EDO</b>	<b>% of Respondents</b>
Information/assistance in obtaining financial/tax incentives	54
General information about the locale, including available sites	29
Information/assistance with workforce/training resources	12
Contact/coordination with local authorities; elimination of “red tape”	11

Source: Winning Strategies: Development Counsellors International, September 2002.

Table 3 shows the results of a 2002 business survey conducted by Development Counsellors International of corporate executives with site location responsibilities. Major results include:

- Most executives relied on articles in newspapers and magazines, information from industry peers and business travel as leading sources of information of a region's business climate.
- Passive forms of marketing such as advertising and direct mail were seen as less effective than direct contact such as corporate visits and the hosting of special events. Public relations and publicity with an element of news-worthiness were also highly-ranked as tools.
- Forty percent of respondents indicated a strong likelihood that they would use an economic development organization's website in their site location search. The executives named information on available incentives, demographic information and directory of available buildings & sites as the most useful features of an economic development organization's website.
- Information/assistance in obtaining financial/tax incentives was identified as the most important service provided by economic development groups. This was followed by general information about the community, information/assistance with workforce/training resources, and contact/coordination with local authorities/elimination of red tape.

The following recommendations comprise the core programming for non-tourism marketing efforts. Like tourism, however, they provide a context for the market and promotion activities recommended in the next chapter of this report.

Each of the following 10 program areas is an important component of the overall market program:

- Target Markets
- Downtown Niche and Theme Development
- Community Website Information
- Real Estate Development
- Business and Investment Attraction
- Promotional Tools and Materials
- Industry Attraction
- Downtown Merchant Recruitment
- 2010 Olympics
- Film

## **5.1 TARGET MARKETS**

### **Rationale**

The target markets should be identified for the marketing program if the limited resources and time available to the economic development office are to be deployed efficiently and effectively.

There are some target markets which have already been identified through previous studies and the research conducted for this report.

A research program is also needed to ensure the markets targeted remain the best for the community. The marketplace is changing more rapidly than the community's ability to react to change. Businesses, investors, entrepreneurs and tourists can shift their buying patterns much more quickly than a community can possibly react. Building a research program will allow Mission to adjust its targeting and related market planning on an as-needed basis.

## **Initiatives**

### **1. Prioritize marketing efforts around the following targets:**

- ▶ **Retail/service:** specialty retail and service merchants to supplement downtown recruitment efforts.
- ▶ **Developers:** developers and prospective landlords interested in Mission downtown redevelopment.
- ▶ **General Manufacturing:** small manufacturers and wholesale companies (and their representatives) seeking the advantages available in Mission, notably lower land/building costs, and access to US border and Interior communities. Metal fabrication facilities are included in this category.
- ▶ **Wood Processing:** value-added wood manufacturers that complement the existing economic base.
- ▶ **Food Processing:** food processing is one of BC's fastest growing industries; it is also centered in the Fraser Valley Regional District and currently the target of recruitment efforts by Abbotsford and Chilliwack.
- ▶ **Home-based business** - Home-based businesses in the region that are candidates for relocation.
- ▶ **Technology-oriented small offices** – suitable for downtown tenancy and home-based business. With significant growth expected in the local population over the next 20 years, Mission could expand its self-employment rate by recruiting more professional office operations.

**2. Conduct ongoing market research** - Research objectives would include monitoring key local advantages, emerging trends and developments in industries and sub-sectors, site location needs, local gaps and development needs (e.g. infrastructure), and opportunities for attraction. Web-based research resources include the Canadian Manufacturers and Exporters<sup>12</sup>, BC Stats<sup>13</sup> and Industry Canada's Manufacturing Industries Branch<sup>14</sup>. Each of these sites have further links to numerous manufacturing associations across the country.

**3. Research task force** - An advisory task force of local industry could be formed to assist with a research program.

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<sup>12</sup> [http://www.cme-mec.ca/national/template\\_na.asp?p=1](http://www.cme-mec.ca/national/template_na.asp?p=1)

<sup>13</sup> <http://www.cme-mec.ca/bc/documents/CMEManufacturersProfile.pdf> (BC Manufacturing Profile)

<sup>14</sup> [http://strategis.ic.gc.ca/epic/internet/inmib-dgif.nsf/en/h\\_hu00000e.html](http://strategis.ic.gc.ca/epic/internet/inmib-dgif.nsf/en/h_hu00000e.html)

## 5.2 DOWNTOWN NICHE AND THEME DEVELOPMENT

### Rationale

As noted in the 2001 *Mission Downtown Retail Market Study*, five niche and precinct developments were recommended, including highway commercial, specialty retail, service precinct, dining and entertainment and institutional precinct. The report made detailed recommendations in two important areas: physical improvements and follow-up initiatives to improve the merchandising mix and vitality of the downtown. The recommendations below reiterate those presented in the 2001 report and clarify the role and timing of marketing activities that could assist with downtown revitalization efforts.

### **Initiatives:**

1. **Work closely with the Mission Downtown Business Association (MDBA) to assign key tasks to the coordinator position** – It is unlikely any progress will be made on downtown initiatives unless the part-time coordinator is involved in priority initiatives, as identified in this strategy.
2. **Develop a beautification plan for implementing public and private upgrades** – A scheduled financial commitment for street improvements is long overdue and has most recently been identified as a priority by the MDBA. While public participation is important, it is equally necessary to engage landlords and merchants in this initiative. Ideas that came forth during the most recent strategy session by the MDBA include the following:
  - Public art program
  - Mural project
  - Professional window treatments
  - Façade improvement program
  - Policies and guidelines on cleanliness
  - Building maintenance and upkeep
3. **Confirm a merchandising plan** - Along with the physical improvements, a near-term implementation plan for following through on a merchandising strategy as articulated in the 2001 report, specifically around precinct development, should also be drawn up.
4. **Improve destination and directional signage** – Storefront and major intersection signage could be brought up to professional standards of consistency to attract more traffic on 1<sup>st</sup> Ave. and Railway. This could be accomplished in cooperation with MDBA through an interpretive signage program.

## 5.3 REAL ESTATE DEVELOPMENT

### Rationale

Business and investment attraction programs should take into account the community's capacity to respond positively to inquiries once they are made. Thus, if a target market is a land-intensive and electricity-intensive industry such as primary metal smelting, then the community must be able to offer developed land and reliable, low-cost electricity if it wishes to match up against competing communities.

A major challenge for Mission, as identified in the 2002 Economic Development Strategy, is the shortage of industrial land and buildings. This may be rectified in the future if current land and infrastructure developments proceed, but contingency plans may have to be drawn up and implemented if current demand trends continue.

Anecdotal evidence suggests that the shortage of industrial space is already a bottleneck for new projects. In the last four months, several companies from outside the area have made firm requests for land and building space in Mission that cannot be met. The EDC has recently assisted a Vancouver-based manufacturer relocate into one of the few remaining small buildings in Mission. The landlord of this building has lately received several more offers from other manufacturers for the same space. In another case, a company requiring 25,000 square feet of manufacturing space has had to be turned away because the community simply does not have the appropriate building. An existing Mission manufacturer with plans to expand because of increased business orders may have to relocate out of the community because his present site may not be able to accommodate the larger operation he is contemplating. In the last two years, the EDC has encountered an increasing number of inquiries for industrial space that are going unanswered.

### **Initiatives**

- 1. Use the District of Mission Development Corporation (DMDC) to pursue land use and development initiatives that meet community goals** – The strategic assembly of land parcels which could be made available for a competitive price in return for designs, amenities and infrastructure that contributes to the industrial land base and downtown precinct development would help provide support for marketing programs.
- 2. Assess the potential of industrial land and business park development** - The availability of land and buildings is a key site location factor for value-added and manufacturing businesses, but there is a shortage of developable sites in the District. Industrial site development remains a top-ten technique local government can use to recruit new business, especially where there may be an initial reluctance on the part of private sector developers to bear the risk. Research by the International Economic Development Council has found that \$1 in public funding for brown field redevelopment leveraged \$2.50 of private investment.
- 3. Prepare a brownfield redevelopment plan** - There are several major mill sites in Mission which may be available for alternative uses should the primary forest industry undergo further transitions. There are other properties, for example the former Eddy Match factory, currently unused and dilapidated, that may be candidates for redevelopment right now. A brownfield redevelopment strategy could satisfy future industrial land needs for Mission while alleviating pressure to convert more greenfield sites.

## **5.4 COMMUNITY WEBSITE INFORMATION**

### **Rationale**

Most new businesses and investment into a community are from within the region and a sizeable percentage of this activity involves third-party site location professionals. Location decisions are based on detailed, current data about the local labor force, business climate and available

properties. Convenient access to good quality data will provide a competitive advantage to Mission if it is able to chart economic, industrial, and workforce trends on an ongoing basis.

## **Initiatives**

- 1. Enhance the District's website to provide more up-to-date community and regional information** - The purpose and role of the economic development section of the website has to be clarified - it should not target residents or visitors, or any other mass audience, but be clearly targeted at investors and presented firstly as a business attraction tool where people from outside the community and region can find information on the District as a place to live and do business. The role of the website as an economic development tool is as a resource for the handful of potential investors and their advisors who might help Mission meet its economic potential.

Although the following examples are regional websites with service areas comparable to the GVRD, they do provide some direction on what any community economic development website would want to convey:

- ▶ [www.northernkentuckyusa.com](http://www.northernkentuckyusa.com) - Tri-County Ec Dev Corp, Covington, KY
- ▶ [www.buffaloniagara.org](http://www.buffaloniagara.org) - Buffalo-Niagara Enterprise
- ▶ [www.gpec.org](http://www.gpec.org) - Greater Phoenix Economic Council
- ▶ [www.smartkc.com](http://www.smartkc.com) - Greater Kansas City Area Development Council
- ▶ [www.gpaedc.on.ca](http://www.gpaedc.on.ca) - Greater Peterborough Area Economic Development Corporation

Smaller Canadian communities whose websites were nominated for the 2003 Economic Development Association of Canada Marketing Awards include:

- ▶ [www.town.collingwood.on.ca](http://www.town.collingwood.on.ca) - Town of Collingwood, Ontario
- ▶ [www.town.porthope.on.ca](http://www.town.porthope.on.ca) - Town of Port Hope, Ontario

- 2. Create a professional directory of content** – Minimum contents for an economic and business development web site in the first two years of the program should include the following:
  - ▶ About Mission Economic Development (contact information, hours of operation, staff, committees)
  - ▶ Community profile (see next action)
  - ▶ Business Advisory Centre (list of services available, including on-site library resources)
  - ▶ Investing in Mission (site location services, real estate listings, opportunities)
  - ▶ News (press releases, RFPs, news of Mission in the popular press, major reports and studies)
  - ▶ Links and Resources (links to local organizations, regional government, key provincial and federal agencies and programs)
  - ▶ Site Map
- 3. Compile regional economic information that conforms to data standards established by the International Economic Development Council (IEDC) and the Economic Developers Association of Canada (EDAC).**
  - ▶ Several communities in BC have completed their databases and found them useful.

The Canadian version of the database has been used by Industry Canada for its Invest in Canada website.<sup>15</sup> Invest BC has taken the Industry Canada version and modified it for BC communities.<sup>16</sup>

- ▶ A data collection team should be assembled to help compile the necessary data. The InvestBC website already has provincial-level data listed for Mission. Government, utility and real estate representatives with access to data should be recruited to the team.
  - ▶ A summer student could be hired to assemble and format the data. Other communities have used this approach and assembled inventory data in less than two weeks.
- 4. Ensure that the Mission profile listed on the InvestBC website is distinct from Abbotsford** – At present, an uninformed visitor to the InvestBC website might get the impression that Mission is part of Abbotsford. Almost all of the demographic and labour force data is for the Census Metropolitan Area (CMA) and does not provide much help in profiling Mission itself. The District can furnish the data compiled from step 2 above to InvestBC so they can update their website. Alternatively, the District could save time and resources by asking InvestBC to do the update themselves thus eliminating step 2 above.
- 5. Update or remove current website information.**
- ▶ The Community Profile on the website (not the new hardcopy profile recently prepared by the EDC) should be replaced with the profile recommended in step 2 above.
  - ▶ The Major Project Development Guide is now well out of date and should be removed. While it does provide useful information, it is not a priority for the website and unless means can be found to keep it current at low cost, website resources could be better spent on other priorities.
  - ▶ Other information on the Business Development page of the District website should be clearly noted as linked information and not originating with the District itself.
- 6. Prepare an annual data maintenance program for updating website information -** Most information on the website requires only periodic change, but it is important to keep it as current as possible. A visitor's impression of the website and community will be compromised if dated information is presented as current. A set of policies and procedures would simply spell out which data is to be updated, its source, when the next data release is due and the procedure for how it is to be obtained.

## 5.5 PROMOTIONAL TOOLS AND MATERIALS

### Rationale

The District should have more marketing materials in support of promotional activities such as meetings, events and trade shows. It will be more cost effective, in the long run, if the production of these materials is coordinated with the tourism market program. In some cases, the materials/tools will be the same and could be shared.

### Initiatives

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<sup>15</sup> [www.investincanada.com/](http://www.investincanada.com/).

<sup>16</sup> <http://www.investbc.com/>.

- 1. Ensure shared promotional items are usable for tourism and non-tourism uses.**  
(see section 6.16)
  - ▶ Stationery/flat sheets.
  - ▶ Kit folder.
  - ▶ Trade show booth.
  - ▶ Table top display.
  - ▶ TV monitor / CD/DVD Player
  - ▶ Merchandise.
- 2. Update the Community Profile** – A new hardcopy Community Profile has been prepared by the EDC and the next edition for January 2005 should incorporate the new community branding and other production items (e.g. photographs, copy) from new tourism materials. This should be produced annually as information changes, add the business directory as an appendix item.
- 3. Create an economic development brochure** – Incorporate the new community branding with an emphasis on the economic development audience showcasing quality of life aspects along with key features and benefits of business opportunities in a high quality full colour presentation.
- 4. Create a CD-ROM video presentation** – An eight to ten minute video on the sights, amenities, history, people and businesses of Mission would be a valuable information tool for distribution to investors, entrepreneurs and visitors, and presentation at trade shows and special events. It should be possible to offset some of the costs of producing the video through contra-arrangements with cable producers, educational institutions and private companies with needed personnel and equipment.

## 5.6 INDUSTRY ATTRACTION

### Rationale

Business investment programs were once the mainstay of economic development because new companies coming into the community generated immediate results in terms of taxation, jobs and supportive business activity. Business attraction programs use marketing to promote a community's best assets and business climate to specific businesses. An important aspect of any program is to target companies or investors most likely to be interested in the community for relocation so resources can be deployed with optimum impact.

The following recommendations take into consideration our understanding of how companies, particularly major industry and manufacturers, go about selecting sites for expanding or relocation their operations. Based on the most popular tools and techniques presented in Table 3, our recommendations do not prioritize general awareness advertising in the print media. The major thrust of investment and business attraction is primarily through the website and direct, personal marketing using promotional materials noted in the previous strategy.

### Initiatives

- 1. Business in Vancouver Advertising Supplement** – A BIV advertising supplement is our one recommended print advertising piece because we believe it would communicate with those markets listed in section 5.1 and generate significant interest for Mission in the

GVRD.

**Program description:**

- ▶ Target: All primary targets currently established in the GVRD.
- ▶ Timing: Year 3 or 4 or until such time as there is a reasonable expectation of existing land/building availability, or developer interest in greenfield and brownfield development, that will allow the EDC to respond favourably to investor inquiries.
- ▶ Cost: \$4,000 for a full back page advertorial, or \$7,500 for full, 4-page advertorial insert.
- ▶ Copy: BIV supplies photography and some copy writing as part of these costs. Supplementary copy can be drawn from other promotional materials.
- ▶ Distribution: centre page insert in regular BIV edition of choice. 1,000 copies provided to District for their own use. Another 1,000 copies direct mailed to mailing list of District's choice.

2. **Direct Recruitment** – Direct recruitment in nearby markets would be an effective way to generate more investor interest in Mission. The great advantage of this marketing method is its precise targeting – only those companies that suit the requirements of the community would be contacted.

**Program description:**

- ▶ Target: All primary targets currently established in neighbouring municipalities.
- ▶ Method: Direct mail, followed by cold-calling.
- ▶ Timing: Year 2, bi-annually thereafter.
- ▶ Tools: Use of the BIV advertorial piece and other promotional materials and tools as noted in section 5.5.
- ▶ Mail Database: Limit of 500 companies meeting target markets as classified by NAICS; database to be purchased or rented from third-party provider such as Dun and Bradstreet.
- ▶ Cost: Database lease \$500; mailout costed as part of the BIV supplement.

3. **Exposure in Site Selection Literature** –Using copy prepared through the Business in Vancouver supplement, exposure can be obtained in other major site selection periodicals, including:

- ▶ *Business Facilities*.<sup>17</sup> A major location advisor, it regularly features Canadian articles. It also has a Canadian site locator, which the District of Mission could register for.
- ▶ *Development Alliance*.<sup>18</sup> This website is an alliance of communities, which feature their site selection information. It receives 60,000 hits per month. There is a community profile and list of economic developers, which the District of Mission could subscribe to.
- ▶ *Area Development Online*.<sup>19</sup> This electronic journal that bills itself as “...the world's leading magazine and information source for site and facility planning.” The site has numerous resources and articles on various global locations, their positioning and

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<sup>17</sup> [Business Facilities](#).

<sup>18</sup> [Development Alliance](#).

<sup>19</sup> [Area Development Online](#).

- what they are doing to attract business.
- *Plants, Site and Parks Magazine*<sup>20</sup> is targeted at companies looking for location strategies. Frequently features US manufacturers that are relocating to Canada.
- *Site Selection Magazine*<sup>21</sup> has regular national and international reports.

**Program description:**

- Target: Site location professionals outside of the region, primarily North America.
- Timing: Periodically, as-needed.
- Cost: None, assuming existing copy is utilized.

**4. Direct Selling to Real Estate Industry –** Building awareness and interest in Mission as a place to invest and do business could attract more development capital and create more opportunities for additional industrial space.

Real estate associations include:

- [Building Owners and Managers Association of BC](#)
- [BC Real Estate Boards](#)
- [BC Apartment Owners and Management Association \(BCAOMA\)](#)
- [BC Real Estate Association](#)
- [Canadian Urban Institute](#)
- [Canadian Real Estate Association \(CREA\)](#)
- [Fraser Valley Real Estate Board](#)
- [Greater Vancouver Real Estate Board](#)
- [NAIOP Vancouver Chapter](#)
- [Real Estate Council of BC](#)
- [Real Estate Foundation of BC](#)
- [Real Estate Institute of BC](#)
- [UBC Faculty of Commerce Centre for Urban Economics and Real Estate](#)
- [Urban Development Institute](#)

Large companies sometimes utilize Design- DB companies, who are single source entities that handle everything from site selection, to architectural/engineering design to actual construction and “turnkey” development. Recent studies have indicated that DB is the most efficient in terms of total cost, schedule adherence and quality. These companies screen regions and communities for their clients. The list of Top 100 DB firms is listed on the Engineering News Record.<sup>22</sup>

**Program description:**

- Target: Real estate industry, design-builders or other site location professionals.
- Method: Individual meetings or breakfast/lunch presentations.
- Timing: 3 to 4 times annually.
- Tools: Use of promotional materials and tools as noted section 5.5.
- Cost: No direct cost.

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<sup>20</sup> [Plants, Sites and Parks.](#)

<sup>21</sup> [Site Selection Magazine.](#)

<sup>22</sup> [Engineering News Record.](#)

- 5. Regional Cooperation** – The locational difference between proximate sub-markets is not that significant compared to site availability. Most distribution warehouses in the Vancouver region, for example, can locate anywhere within the GVRD as long as they have good truck, port and railway inter-modal yard access. This puts most GVRD communities on a relatively even competitive footing.<sup>23</sup> For some targets such as value-added wood manufacturing and food processing, an attraction program supported by a broader regional marketing effort could be effective. The International Economic Development Council has identified a trend toward more regional marketing versus individual community marketing for business attraction.

**Program description:**

- ▶ Target: Food processors and value-added wood producers.
- ▶ Approach: Explore feasibility of joining with Abbotsford and Chilliwack for a “Fraser Valley” marketing program.
- ▶ Method: Trade shows.
- ▶ Target Shows: To be determined.
- ▶ Timing: Year 4 or 5, two shows annually.
- ▶ Tools: Use of promotional materials and tools as noted section 5.5.
- ▶ Cost: Variable, approximately \$2,000 to \$3,000 per show depending on leveraging opportunities.

**5.7 DOWNTOWN MERCHANT RECRUITMENT**

**Rationale**

If a downtown niche strategy can be devised and implemented, then a targeted recruitment program could be initiated. The 2001 Retail Market Study recommended a number of retention and recruitment ideas that would attract new interest in downtown properties. A business recruitment program tailored for the niche and precinct strategies is likely to be more focused, efficient and effective at drawing in new merchant interest.

Most of the following recommendations have been drawn from the 2001 Retail Market Study.

**Initiatives:**

**1. Regional Downtown Recruitment Program.**

- ▶ Recruit one to three major downtown retailers who would contribute to producing an investment brochure based on one or more of the above niches. The brochures would target complementary businesses for the benefit of downtown as well as existing downtown retailers.
- ▶ Work with downtown businesses and real estate professionals to establish a closer relationship with property owners in order to educate them about the types of quality tenants they could attract.
- ▶ Recruit a developer or real estate professional who could be asked to assist with overseeing the program.

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<sup>23</sup> Royal LePage Advisors Inc., Commercial and Industrial Real Estate Development Trends and Forecast for the Greater Vancouver Region, 1991 to 2021, August 19, 2003.

- Maintain an inventory of available space.
- Target tenant prospects within identified precincts and niches.
- Conduct initial outreach through direct contact with retail site location consultants in Vancouver who could advise on site location trends and prospective companies.
- Based on the preceding research work steps, work with the MDBA in preparing a prospect list of regional retailers and service companies who would be visited and directly encouraged to consider moving into downtown Mission.
- Maintain information resources to help prospective tenants with their site location decision. Information needs change by sector. Retailers are interested in trade area figures, while technology firms are looking for infrastructure and labour supply.

**Program description:**

- Target: Independent retailers in neighbouring municipalities.
- Approach: Direct mail, cold-calling.
- Timing: Year 2, ongoing.
- Tools: Investment brochure and use of promotional materials and tools as noted section 5.5.
- Cost: Cost-recovery basis for brochure, downtown coordinator to contribute majority of time for project.

**2. Local Downtown Recruitment Program.**

**Program description:**

- Target: Home-based businesses in Mission and selected tenants in Mission malls.
- Approach: As above.
- Timing: Year 2, ongoing.
- Tools: Investment brochure as described in the previous strategy and use of promotional materials and tools as noted section 5.5.
- Cost: Cost-recovery basis for brochure, downtown coordinator to contribute majority of time for project.

**3. Major Retail Chain Recruitment.**

**Program description:**

- Target: Major retail chains such as Second Cup, Mailboxes Etc., Great Clips who would bring brand name businesses downtown.
- Approach: Direct meetings.
- Timing: Year 2, ongoing.
- Tools: Investment brochure as described in the previous strategy and use of promotional materials and tools as noted section 5.5.
- Cost: Downtown coordinator time commitment.

**5.8 2010 OLYMPICS**

**Rationale**

The 2010 winter Olympic games in Vancouver and Whistler will present marketing, economic development and infrastructure opportunities for many communities in the province. The 2010 Organizing Committee (VANOC) has indicated it will assist communities with economic opportunities and various types of legacy planning. Economic goals for games hosting include 1) showcasing domestic product innovation and expertise, 2) extending economic benefits well beyond the period of the Games and the Vancouver Whistler area and 3) diversifying local community economies and maximizing the use of domestic products and services before, during and after the Games. There will be legacy programs for sport, culture, education, youth and First Nations.

### **Initiatives**

- 1. Monitor program announcements from the (VANOC) –** VANOC is in the process of developing strategies to promote sustainable economic opportunities related to the games. The District should monitor this planning for the appropriate local development opportunities.
- 2. Monitor market program opportunities from VANOC -** The Organizing Committee is currently planning its marketing program in conjunction with the International Olympic Committee (IOC). Planning activities are expected to be wrapped up by late 2004. There may be sponsorship opportunities for Mission with Vancouver 2010.
- 3. Encourage local companies to take advantage of procurement opportunities –** VANOC has committed to ensuring fairness and transparency when conducting its procurement activities. Several Mission companies have already benefited from 2010 purchasing activities.
  - RFP activity can be monitored through the BC Bid website.<sup>24</sup>
  - The Olympic Games Secretariat has launched a website to assist businesses wishing to take advantage of the opportunities arising from the Games.<sup>25</sup>
- 4. Request the 2010 Olympic Secretariat conduct an implementation workshop –** A Spirit of 2010 Mission planning workshop was held on April 1, 2004 that explored product, service and marketing opportunities for Mission. A followup workshop that took the best ideas and developed an implementation strategy could provide some additional direction for the EDC and help recruit volunteers. Opportunities could be explored in the following areas:
  - Licensing programs and opportunities.
  - Development of hosting facilities for athletes (“adopt a country”), media (accredited and non-accredited), volunteers and other participants during the Olympics and ParaOlympics.
  - Trade-related opportunities, including showcasing of local businesses.
- 5. Work with Local Sports and Arts Organizations for a Mission LegacyNow Plan –** The 2010 LegacyNow program has sports, arts and literacy components which could be utilized by Mission as a complement to other aspects of general economic development planning. Possible initiatives include:
  - Working with local sports clubs to identify candidate athletes for the Playground to

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<sup>24</sup> <http://www.bcbid.gov.bc.ca/>

<sup>25</sup> <http://www.2010commercecentre.gov.bc.ca/>

Podium program.<sup>26</sup>

- Supplementing cultural, historical and First Nations’ events in Mission with Olympic themes and marketing opportunities.<sup>27</sup>

- 6. Develop product ideas for a Mission base-camp during the Olympics** – Although the Games will not take place for another six years, Mission should conduct preliminary planning around positioning itself as a “base-camp” for visitors and possibly participants. Products could be built around the West Coast Express. Visitors based in Mission would have the opportunity to spend some time in Mission and sample local offerings while having the convenient option of travelling back and forth on the Express.

## 5.9 FILM

### Rationale

The film industry has been a major boost to the BC economy over the last 15 years, regularly spending over \$1 billion and employing 30,000 residents. As a non-polluting, labour-intensive industry that attracts major flows of foreign investment, communities around the province have targeted film for their economic development programs because it can provide dramatic local impacts. As a shooting location, the District of Mission has some strategic assets that should be actively marketed to the industry.

### Initiatives:

- 1. Continue to market the region to production firms in Vancouver and abroad** - A visitation program should be considered with key decision-makers in the industry.
- 2. Maintain a digital photo inventory of sites in the District (see 6.17).**
- 3. Prepare an inventory of municipal property, roads, and other resources that can be used to assist film production crews (such as an extra’s inventory).**
- 4. Consider publishing a film production guide in cooperation with Chilliwack and Abbotsford.**
- 5. Gather statistics on film activity in the community to determine the costs/benefits of a direct marketing program through location scouts.**

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<sup>26</sup> <http://www.2010legaciesnow.com/sportandrecreation.htm>

<sup>27</sup> <http://www.2010legaciesnow.com/arts.htm>

## 6 Marketing Plan

The purpose of this plan is to provide the District of Mission with a strategic marketing plan that can be implemented to strengthen the market position and promotion of Mission. The focus of the plan is to build a foundation before promotion of the area begins. The plan includes a community-branding strategy that would be applied to all communication tools for tourism, film and economic development. Although most of the marketing materials are developed for the tourism sector, other business sectors benefit from the tourism marketing efforts, as most business investors would be visitors to the community at some point in the investment process. Quality of life attributes such as recreation and cultural activities appeal to both residents and visitors. As well, the tourism industry is the most visible sector in community marketing.

Effective community marketing can only be achieved through a collaborative and cooperative approach. This plan is a working document, therefore it will evolve as potential partnerships and alliances are formed during the implementation stage.

The following is a summary of the annual marketing plan. A full version of the marketing plan, with accompanying detailed budgets, is provided under separate cover.

### 6.1 STUDY AREA – PROMOTIONAL BOUNDARIES

The study area, for the purposes of economic development, is defined by the municipal boundaries for the District of Mission. Recognizing that visitors do not distinguish a destination by political boundaries, but rather the attraction base within a radius of a community, the tourism marketing boundaries will be extended into the Fraser Valley Regional District.

The geographic boundaries that define the Mission Area for the purposes of tourism marketing are as follows:

- North to the District of Mission Community Forest
- South to Matsqui
- East to Deroche
- West to the Maple Ridge municipal border

The area includes the communities and features of:

- The District of Mission
- Matsqui
- Areas of the Regional District (Cascade Falls, Dewdney, Nicomen Island)

Neighbouring areas to be featured in regional partnerships include:

- Maple Ridge
- Hemlock Valley Ski Resort
- Harrison Hot Springs
- Abbotsford
- Chilliwack
- Fort Langley
- Langley

## 6.2 MARKETING GOALS AND OBJECTIVES

- Develop a community brand for the District of Mission that can be utilized for the various needs of economic development, tourism and the District of Mission
- Extend marketing reach
- Provide a “seamless” service for the visitor throughout the purchase cycle
- Increase awareness of the community of Mission in key leisure traveller markets
- Increase length of stay by visitors
- Increase spending amounts by visitors in the region

## 6.3 STRATEGY OVERVIEW

Marketing partnerships will be with local businesses, organizations and other governments. The following strategy focuses on tourism marketing with the understanding tourism initiatives will be utilized for other business sectors. For tourism markets, it’s imperative to improve the experience of existing visitors and potential visitors before attracting new markets.

- be inclusive of all stakeholders in the defined study area /do not create membership-based criteria for participation or representation of businesses and stakeholders in the community
- build on the strengths of existing efforts within the community
- establish partnerships and strategic alliances with stakeholders both in and out of the defined study area (to leverage resources and extend market reach)
- establish a foundation that will support marketing efforts throughout the growth stage, such as the provision of a toll free phone number for inquiries, tourism product inventory, contact database, internal communications within study area, key communication tools, website, map, visitor guide, display equipment, and image bank
- expand the marketing effort to existing markets (penetration), targeting the Lower Mainland/Fraser Valley fully independent travellers (FIT) and small groups
- target new and repeat visitors
- target US leisure travel markets through Vancouver Coast & Mountains Tourism Association (VCM) programs and services
- develop an integrated promotional strategy that serves the visitor throughout the purchase cycle (awareness, interest, evaluation, purchase, loyalty)
- develop cooperative marketing opportunities
- create a community ambassador program for businesses to cross-promote each other and the community
- support industry development such as workshops, industry standards, etc.
- assist operators with product packaging
- support product development initiatives that strengthen the tourism product offerings
- support product development initiatives that meet market demands, fit with the values of residents and are characteristic of the community and create new opportunities

## 6.4 BRANDING

The objective of a community brand is to create a unique identity that clearly distinguishes your community from that of your competition. An effective brand creates a positive first impression. By consistently using the brand throughout all communication applications, you develop brand

equity starting with awareness, recognition and ultimately loyalty, creating a place in the mind of the consumer that represents positive aspects of the community. A destination brand needs to be versatile, allowing incorporation of thematic designs throughout various applications. Brands are developed from a review of the strengths of the community, current activities, attractions, characteristics, history and the ability to attract visitors to the area (market demand).

The branding strategy for the District of Mission is to create a community brand that welcomes the world to Mission regardless of its purpose or interest in Mission. Whether it be economic development, tourism or new or existing residents, the community of Mission branding will reflect its rich history, small-town charm and geographic uniqueness, being nestled along the Fraser River banked by mountains and the community forest.

Effective branding works only if the designs are utilized by as many businesses and organizations as possible throughout the community, so everyone is promoting the same image of Mission. Electronic artwork and CD-ROMS will be available to the community to incorporate the branding into their marketing materials. In addition to a graphic icon that will accompany the word mark, Mission, key photographic images will be used consistently to demonstrate visually the attributes that make up the community of Mission.

Branding designs are currently in progress and form a separate deliverable from this report.

#### **6.5 PARTNERSHIPS AND STRATEGIC ALLIANCES**

Place marketing has become highly competitive with the emergence of community-based destination marketing organizations on the rise in the last decade. Communities are striving to be visible in an already saturated marketplace. An effective approach is a partnership strategy, which allows stakeholders to pool resources, extend market reach, and present a unified image to the world. This strategy benefits both tourism and other sector stakeholders when communication materials displaying a consistent brand are used. By pooling resources, partnerships can support the programs and services that were previously unachievable and government programs can be leveraged when more partners are involved.

Potential partners for Mission include but are not limited to: local businesses, sector organizations, business organizations, regional government, Community Futures Development Corporation, First Nations, events, neighbouring community DMOs (Abbotsford, Harrison, Chilliwack, Maple Ridge), the regional DMO Vancouver Coast & Mountains Tourism Association, Tourism BC and the Canadian Tourism Commission.

#### **6.6 SUSTAINABLE COMPETITIVE ADVANTAGE**

The following is just a sample of what the community of Mission would feature to raise awareness of the unique selling points that make up the destination. Rich history abundant in culture with quality attractions showcasing that history today. Location of Mission along the Fraser River boasts panoramic views, due to the topography of the landscape. Small town hospitality combined with the ambience of a small community within the larger geographic make up of the Fraser Valley, provide Mission with its community image. Gateway to the Fraser Valley its one of the last of the rural communities along Highway 7. Backcountry recreation opportunities within a short driving distance of the main town area. Although limited, access to

the Fraser River for water recreation. Variety of events and festivals that appeal to various markets. Well-known landmarks and First Nations history. It is home to the Mission Raceway, one of its kind in the regional Pacific Northwest.

## 6.7 DESTINATION EVALUATION

As a visitor destination, the Mission area offers very limited but marketable product in the form of both natural and well-developed attractions, the natural environment, historical icons, and established product such as the Mission Raceway. Typical of drive-through communities, the assets of the destination are not visible from the major access points into the area and therefore have to be communicated to potential and existing visitors through a variety of means. (e.g., signage, maps, community ambassadors, etc.)

Current positioning is already historical due in part to the Westminster Abbey and Heritage Park site of the first mission and the two national historical sites, XA:YTEM and the Power House at Stave Falls. A variety of year-round events and festivals provide opportunity to bring visitors to the community. Outdoor recreation is close by with natural resources provided by the community forest and surrounding lakes and parks. Also known for sturgeon fishing and water recreation on the Fraser River, no one major product cluster emerges from Mission. The area has been known for many years as a result of the Mission Raceway. Geographically, the Mission area provides an opportunity for itinerary touring within the Fraser Valley region.

Mission is the last of the rural communities along the Fraser River that has not yet experienced full urban development. Niche markets do exist for fishing, mountain biking, bird viewing, etc., and these opportunities need to be exploited.

Effective communication tools and signage will be key to position Mission as more than just a place to pass through.

## 6.8 PRODUCT / MARKET MATCH

Product in these categories have been identified from the perspective of what is marketable now and ready for promotion and how they might be profiled in a destination's marketing materials. Quantity of available product is limited within most categories, which will require niche cooperative marketing opportunities with select operators.

A snapshot of the composition of tourism suppliers and natural resources in the Mission area show ten marketable product categories.

- Heritage Arts & Culture
- Nature Observation / Hiking
- Freshwater Fishing
- Mountain Biking
- Aboriginal Tourism
- Winter Sports / Hemlock Valley
- Sport Tourism (car racing) / Golf
- Festivals & Events
- Touring/Scenic Driving
- Water-based Recreation

## 6.9 POSITIONING FOR MISSION

The Mission Area can be defined as a rural small-town atmosphere with friendly people providing basic modern conveniences, with both authentic First Nations and early European settlement culture, coupled with outdoor vacation experiences with strengths in fishing, mountain biking, golf and hiking. With its close proximity to the natural environment, and convenience of the built environment (shopping and entertainment options such as the raceway and soon-to-be-completed leisure centre), Mission offers visitors a variety of activities to experience from arts and cultural events to eagle watching. Its location within the Fraser Valley provides easy access to the region from the Lower Mainland.

## 6.10 TARGET MARKETS

The rubber tire touring market holds the most potential with high visitor traffic passing through the region as well as people visiting friends and relatives in the area. Each business has a unique market that they are appealing to, therefore niche market development would occur on a partnership basis. For general purposes of place marketing the following represents the Mission visitor.

- Leisure travellers, fully independent (FIT) and small groups
- Visiting friends and relatives (VFR)
- Getaway markets for 3- to 4- day stays
- Primarily drive market
- Primarily adult couples (without children) aged 44-64; secondary: groups of 2-3 adults
- Touring (multiple destinations / multiple activities)
- Recreation enthusiasts (golf, hiking, biking, car racing)
- Educational enthusiasts
- Those attending festivals and events (multiple interests)

### Primary – BC Resident

- Regional – Fraser Valley, Lower Mainland / GVRD

### Secondary

- Washington State
- Alberta

## 6.11 PACKAGING POTENTIAL

Packaging in the tourism industry refers to the bundling of multiple tourism experiences together into a “package” that is marketed and offered to the consumer at one price. This type of product reflects the habits of travellers who tend to need accommodation and meals and something to do while on vacation. Packages simplify the purchasing decisions for the traveller and may consist of nearly any combination of a traveller’s needs. Packaging is a way for individual suppliers to increase their visibility in the marketplace and to capture additional business. There is potential for development of more packages of Mission tourism product. It’s imperative when product is being packaged and sold with accommodation that it meets the regulations of the BC travel registrar. Refer to Tourism BC’s *Tourism Packaging and Product Distribution* booklet for more information.

## **6.12 INTEGRATED PROMOTIONAL STRATEGY**

Effective place marketing streamlines the fragmented efforts of various stakeholders and develops a unified or integrated approach in the tourism marketplace. An integrated promotional strategy for a destination distributes the various communication tools through several communication channels in order to get the message to the visitor throughout the purchase cycle. This system also supports the industry for internal communications and industry development as well as product development initiatives.

Tourism is a “market driven” industry and marketing activities must be based on the motivations, needs and expectations of existing and potential visitors. The marketing plan will present a base that will be further developed by the EDC in cooperation with stakeholders. The following two-year plan will create the foundation for future development in tourism for Mission.

## **6.13 MARKETING BUDGET: LEVERAGED WITH PARTNERSHIPS**

The core annual marketing budget will need to be leveraged to extend market reach and create new opportunities for the EDC, businesses in the study area, organizations and neighbouring DMOs. The core marketing allocation of resources will be adjusted based on partnerships formed.

## **6.14 COOPERATIVES: VANCOUVER COAST & MOUNTAINS TOURISM ASSOCIATION AND FRASER VALLEY DMOs**

All cooperative marketing partnerships will need to be developed during the implementation stage of the strategy, as multiple partners will be involved. It is recommended that a formal alliance of the Fraser Valley EDCs and Community DMOs be formed in order to move toward a marketing partnership strategy. Possible projects for exploration include the following: Vancouver Coast and Mountains Tourism Association is planning to change their Fraser Valley digest-style publication to an itinerary-based publication, therefore, consider a Fraser Valley web portal. Travel and consumer shows can be extended if partnerships with Fraser Valley DMOs utilize the existing VCM-produced Fraser Valley brand to create a travel show booth banner, and each community represents the region at additional shows through the VCM partners program. So, instead of three communities with side-by-side booths at one show, it's possible to have three Fraser Valley booths at three different shows. The Fraser Valley VCM guide and the proposed Fraser Valley web portal can be used for shows, as well as free trip giveaways to collect names for the database. As noted above, a regional recreation map is proposed for communities north of the Fraser River, therefore, consider a partnership with Community Futures Development Corporation as a potential project start-up contributor through the WEPA program by Western Economic Diversification.

## **6.15 TRADE SHOWS**

With limited export-ready product in Mission at this time, trade show exposure is recommended through the trade show program of the Vancouver Coast and Mountains Tourism Association. Export-ready criteria and trade show opportunities are posted on the Tourism BC business website [www.tourismbc.com](http://www.tourismbc.com). Flat sheets or any promotional support materials could be supplied to assist those businesses wanting to work with trade.

## **6.16 PREPARING FOR PROMOTION**

Before responses from promotions can be effectively handled, promotional tools and a system to respond to visitor inquiries is required to support the visitor throughout the purchase cycle: awareness, interest, evaluation, purchase and loyalty. It will be more cost effective, in the long run, if a foundation of marketing resources is put in place in the first year, prior to fully promoting the community.

Specific recommendations include:

### **1) Foundation Plan:**

- Branding (in progress)
- Fulfillment services and call to action
- Database/communication system
- Product inventory
- Image and editorial bank

### **2) Promotional Tools:**

- Website
- Local Recreation/Attractions Map
- Stationery/flat sheets
- Kit folder
- Visitor Guide

### **3) Equipment:**

- Booth display
- Table top display
- Digital still camera
- Digital video camera

### **4) Merchandise:**

- Calendar / Coffee table book
- Other: Mugs, Pins, Pens, Postcards, Bookmarks, Umbrellas

## **6.17 FOUNDATION PLAN – START-UP**

### **Branding Applications**

Further to the initial brand developed for the community, the application of that brand needs to be employed in all communication tools developed by the EDC. The designs need to be consistent with the community brand, while customized for the communication objective of the materials being developed. Corresponding photography, colours and font selection will enhance the brand and create the image to be recognized as Mission. It is recommended the EDC register a trademark for the branding, at least in Canada, to protect the image and positioning line.

The website address [www.mission.ca](http://www.mission.ca) must appear on all materials; the toll-free number would appear where appropriate. Other brands may be included with designs for Mission, such as the

District of Mission, Mighty Fraser Country (VCM), Downtown Mission and Communities in Bloom.

### **Fulfillment Services and Call to Action**

Fulfillment refers to the activity of responding to visitor inquiries. In addition to providing service to the potential visitor, this plan incorporates tracking as part of the fulfillment strategy so that marketing efforts can be evaluated and adjusted.

A toll-free number answered by the Visitor Information Centre will appear in as many publications and websites possible produced by the EDC or other sources. The web address will be used on all communications, as noted above, with the corresponding email address [visit@mission.ca](mailto:visit@mission.ca).

The call to action will be the website address [www.mission.ca](http://www.mission.ca) and the toll-free number prompting the end user to ask for the visitor guide and the local map. The Chamber will track what marketing activities are being responded to by asking anyone who calls in how they got the phone number or, for walk-ins, how they found the VIC Centre. For email requests for information, a question could be asked on the email form.

The EDC initiatives are inclusive and do not require a membership for stakeholders to be represented; therefore, all tourism businesses with brochures have equal opportunity to have their materials included in mail-out packages regardless of their status with the Chamber racking program, which is separate and distinct from responses to the email and phone inquiries initiated by the EDC.

### **Database / Communication System / Product Inventory**

The database forms part of the web strategy, which provides the most efficient and effective solution for the housing and dissemination of information. Remote access needs to be available through the website and controlled by security access codes.

Maintaining the product inventory of local businesses will be essential in assisting with marketing, partnerships, product development, communications and packaging. The contact list of operators supports the internal communication system that distributes information, as well as allowing the EDC to conduct primary research on the local industry. In addition, media, suppliers and industry contacts would also form part of the database.

### **Image and Editorial Bank**

An essential part of the plan is to have adequate images (primarily photography) and editorial for content use on the website, visitor guide, map, media, kit folder, advertising, booth displays and flat sheets. Acquisition of professional photography, high-resolution scans for print production use, stock written press releases and pre-written stories on the community and its products is required. All images should be digitized so they may be distributed via the Internet or by CD/DVD.

The image bank is not limited to tourism use and would include images for a film inventory and economic development purposes. The image bank will develop over time by adding fresh images

on an ongoing basis. The image bank will be compiled through stock photography acquisition (usage rights to be negotiated) and photo shoots by professional photographers, copyrights will be the EDC.

Editorial material can be written in its longest version and edited for use on the website, visitor guide, map, etc. Editorial stories specific to a particular market or publication can be pre-written with product clusters in mind in preparation for release.

## **6.18 PROMOTIONAL TOOLS**

### **Communication Audit: Evaluation**

A review of the current collateral (print) materials and websites concluded that an integrated approach to branding and communications is required for the community of Mission.

Key findings from the communication audit:

- Information is fragmented and must be gathered from various sources
- Incomplete information, not one comprehensive source
- Quality of materials vary, with the majority not meeting industry standards
- No branding
- Lack of understanding of the market; messaging not appropriate for the stage of the purchase cycle the visitor would be in when exposed to the materials
- Poor design, layout and use of colour
- Poor quality of photography

Currently there is no video footage of Mission. Video options would need to be explored. Continuous loop video footage can be used on a TV monitor or laptop computer at travel shows, events, FAM tours, website, personal presentations and within the VIC centre.

### **Key Recommendations**

With the fully integrated communication suite, the community of Mission will be more effective in raising awareness of the destination and persuading potential visitors from just being interested in visiting to making a purchase decision. In addition to attracting new visitors, it is equally important to more effectively serve the visitors that are already coming to the area. The following are recommendations for priority projects for the first two years of the strategy.

#### **Year 1 Promotional Tools**

- Website
- Local Recreation / Attractions Map
  
- Stationery / flat sheets
- Kit folder
- Visitor Guide

#### **Year 2**

- Regional Recreation / Attractions Map
- Merchandise (Calendar, Mugs, Pins, etc.)
- Rack brochure

#### **Year 1 Equipment**

- Booth display / Table top display
- Digital still camera / Digital video

- camera
- TV Monitor CD/DVD Player

## 6.19 YEAR 1 PRIORITIES - PROMOTIONAL TOOLS

### Website

In the tourism sector, an effective website is probably the most important asset a business or community can have for attracting new customers or servicing existing ones. The objective of the website is to promote the Mission area as a desirable place to visit, invest or live. The website is both a communication tool and a communication channel and is intended to support the visitor throughout the purchase cycle, including fulfillment (responding to visitor inquiries.)

The website is not just for attracting visitors; it will also serve a communication function for the EDC. It will be database driven with three main information sources: local industry product, contacts, and a visitor inquiry database. The website will be developed in sections, as resources become available. It is important to communicate the vision for the website in its entirety during this strategy phase in consideration of the website development project currently underway for the District of Mission.

### Web Usage Statistics

Online leisure travel planners, or e-travel consumers, tend to be heavy travellers who use the Internet about 16 hours per week. A majority (66%) do more than half of all trip planning online. These trips are often for entertainment/vacation purposes (37%) or to visit friends and relatives (34%). Many trips planned online are taken by car (46%) or by air (41%). Over half (59%) of these trips include a hotel/motel/B&B stay. The most popular elements of online trip planning are searching for maps/driving directions (60%), searching for lodging (53%), searching for things to do at the destination (45%), and searching for airfares/schedules (41%). Approximately 60% of online planners also have booked travel online at least once in the past year.<sup>28</sup>

As of 2001, over 65% of households in British Columbia and Alberta had at least one regular Internet user, and this number is increasing by approximately 8% per year. Over 27% of those use the Internet for making their travel plans.<sup>29</sup> In the past two years 41% of British Columbians have used the Internet to book travel online, well above the national average of 29%.<sup>30</sup>

The number of people using the Internet to plan or book travel continues to grow, according to the Travel Industry of America (TIA) [www.tiac-aitc.ca](http://www.tiac-aitc.ca). The latest Travellers' Use of the Internet study shows more than 63 million people used the Internet to plan a trip in the past year and almost 45 million booked travel only in the past year. Bookings included airline tickets (82%), hotel accommodation (67%), car or RV bookings (40%), travel packages (16%), and tour or excursion tickets (11%). Average spending by online travel bookers was \$2,700 for the past year, up slightly from \$2,600 in 2003.

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<sup>28</sup> E-Travel Consumers: How They Plan and Book Leisure Travel Online

<sup>29</sup> Statistics Canada (<http://www.statcan.ca/>)

<sup>30</sup> [www.expedia.ca](http://www.expedia.ca) CTC News June 2003

#### Integration with the District of Mission Site

The economic development and tourism sections of the website will be accessed from the home page; the proposed portal concept uses one URL [www.mission.ca](http://www.mission.ca) for all communications for both the District and the Economic Development Commission. The portal will allow the user to access the type of information they are seeking about Mission within two clicks. The concept includes three major concepts: live, work and play.

#### Structural Outline

The site will be designed to provide information to visitors in a way that makes it easy for them to plan their stay. Visitors whose destination is the region itself will most likely want to view information by activity, however incidental visitors who are transiting through the region are more likely to be interested in information that is grouped geographically by specific service centres along the main highway. Interlinking between the two sections will avoid duplication.

#### The Mission Area

This section consists of an entry page linking to the specific locations within the Mission area. The entry page will include an area overview, including travel distances, a site search engine feature, and a clickable map to show how locations in the Mission area and neighbouring locations such as the Hemlock Valley and Harrison Hot Springs are related geographically. Each location page (e.g. downtown) will include information about its surrounding attractions such as parks and principal attractions. It will also list main activities available, with links to the activity pages as appropriate, plus links to additional resources if they exist. Each location page will include a link to a business directory listing from the database of businesses that provide service in that area, categorized alphabetically by sector. The following is a preliminary list of sections to be included for the tourism site. The list is in order of priority and should be implemented as staff resources permit.

#### Website Sections

- Getting Here / Planning your trip / VIC
- Attractions
- Accommodations
- Restaurants
- Festivals and Events
- Arts & Culture
- Sports / Recreation
- Contact Us
- Photo Gallery
- History
- Shopping
- Downtown Mission
- FAQ - Frequently Asked Questions
- Itineraries / Circle Tours
- Send a postcard to a friend
- Business Directory
- Marketing Opportunities
- Newsletter and Reports
- Tourism Business Resource Centre
- Media

#### Tracking and Evaluation

Website statistics reports will be used to monitor the way in which sections of the website are performing, and to track the growth of traffic to the site as a whole. This information is useful when considering additions and renovations to the site. Tracking will also include email requests for the visitor guide and recreation map, and general requests for information. The visitor inquiry database will also serve as the base data for conversion studies to determine whether the inquiry actually resulted in a visit to Mission and whether the information visitors found on the web or received by mail influenced their decision to visit.

### Maintenance

Maintenance of the site would include content updates (refreshing editorial and updating photos). Updates to the dynamic sections such as the Events Calendar will be required on an ongoing basis. A schedule for updates by section will be required.

### **Local Recreation / Attractions Map – Mission and Area**

As important as the web is to attracting visitors, the objective of the map is to get visitors to stay another day, or stop in the area even though they may have intended to just drive through. A comprehensive map is the number one communication tool that will serve the needs of a tourist in transit. This map concept features road information coupled with key visitor information such as attractions, recreation features, trails and inset maps.

Map options vary depending on resources available, potential partnerships such as selling advertising space to offset costs, expansion of the area being covered on the map, e.g., include Abbotsford and final size folded to 4x9” allowing for racking distribution where flat maps are not suitable.

This strategy offers a solution to provide Mission with the most exposure initially while allowing for future partnerships which could be expanded to include neighbouring communities. Our initial recommendation is a Mission pad map in 11x17” format. Mass distribution of the map would be provided through local retailers and newspapers, events and festivals, tourism providers, visitor services, etc. The map is intended to be distributed free to the end user. Ideally, the map will be in full colour with photography, incorporating the Mission area branding. Future options include a larger format map (24x18” or 24x27” folded to 4x 9”) as more information can be presented in an effective way, providing a comprehensive overview. In addition to the folded map, a poster version of the map could be produced during the same print run to be supplied for display to businesses and organizations throughout the community. It is not recommended the Fraser Valley take up much of the map space due to an adequate product already in circulation with 400,000 copies. Ideally, any map of Mission would have an inset map of the Fraser Valley to show orientation into and out of the Mission area.

### **Stationery / Flat sheets**

Designs for stationery and flat sheets will be made available for stakeholders to use when promoting the Mission area in both electronic and print 8.5 x 11” format. When there is a need to produce more information about a product (event, trails, etc.), or when any information is to be presented in a handout format by the Visitor Info Centre, the flat sheet design will be used either electronically or as a hard copy template to photocopy onto or output from the computer. Letters distributed with promotion materials, as part of the fulfillment process, would be output on the Mission community-branded stationery. For the purposes of tourism, the identity for the EDC stationery would be Tourism Mission.

### **Kit Folder**

The kit folder would be developed primarily for economic development purposes, however, the design will appeal to industrial, commercial and tourism markets. The kit would be integrated with the tourism material designs being developed with the new community brand. The kit folder

would need to hold a variety of sizes of print materials (visitor guide, brochures, maps, economic development brochure, flat sheets/stationery and the community profile) as well as CD ROMs/DVDs. The community website address would be included on the kit folder (www.mission.ca), corresponding to an entry web page that would link to the District of Mission, the new economic development site and the tourism site through a portal. The kit folder would be used for various purposes, e.g., welcome kit / attraction kit for new businesses, media kit, VIP welcome package, fam tour kit, etc.

### **Visitor Guide - Mission**

The visitor guide will be the primary promotional brochure to both attract and serve the visitor once they have arrived in the community, other than the map. Due to the limited tourism product, the guide needs to be structured and designed for both visitor services and place marketing, serving as both a lure piece and vacation planner. It is recommended the visitor guide be produced to destination-marketing industry standards, professionally designed in full four-colour, magazine style, self-cover on minimum 70lb stock, format 8 1/8"x10 7/8."<sup>31</sup> Or for the flexibility of expanded distribution for racking opportunities, an alternative format of 16x9" folded to 8x9 can be folded further to rack size of 4x9".

A two-year shelf life for the publication could be considered, to create value for the advertisers and offset the increased costs of four-colour production. A partnership between the *Mission City Record*, publishers of the current newsprint visitor guide, should be explored. Increased distribution would be required to account for the additional marketing efforts of the EDC.

### **Booth Display/Tabletop Display**

To showcase product and promotional materials, a trade show booth and tabletop display are both recommended. The equipment would not require upgrading for at least five years, however signage and photos would need updating as new product becomes available for promotion. The display design would be customized for the audience, whether the target is tourism or economic development. A tabletop display is ideal for small meetings, local events, etc. In addition to travel shows for tourism, the trade show booth could be displayed at local events to distribute promotional materials about Mission. The banner design would reflect the community brand for Mission; text and photographs would change.

### **Digital Camera / Video Camera / TV Monitor CD/DVD Player**

Both a digital camera and digital video camera are recommended for the EDC's use, in order to supplement the photo bank and record promotional events hosted or attended by the EDC, provide photos for the e-newsletter or video clips for the website. Due to different stages of technological development in digital cameras and video recorders, it is recommended that they be purchased as stand-alone products. For showcasing the proposed video, a portable TV monitor CD/DVD player is ideal for running continuous video during special events, travel shows, etc. When not in use outside the EDC office, the looped video could run at the VIC centre.

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<sup>31</sup> Final trim size is determined by the printer's equipment.

## 6.20 INTEGRATED PROMOTIONAL MIX - YEAR 1

Once promotional tools are developed, communicating the message about the destination is required. Integrated marketing communications is the process of developing and implementing various forms of persuasive communication programs for customers and prospects over time. The goal is to influence or directly affect the behaviour of the selected communication audience.<sup>32</sup> The following promotional mix is recommended.

### Year 1

- Internet Marketing
- Media Relations
- Advertising (print)
- Familiarization Tours
- Networking / COTA Conference

### Add after Year 1

- Consumer / travel shows
- 2010 Olympic Opportunities
- Promotions
- Vehicle decals – Mission brand
- Regional Marketing Cooperatives
- Racking

### Internet Marketing

As noted in the web section, the website is both a communication tool and communication channel. Marketing the site is as important as the level of quality of the content. With continued increases in Internet use for information gathering and bookings, Internet marketing will consist of search engine optimization, paid and non-paid links, listing ads, and banner ads, where appropriate, by product cluster and destination. Good visibility on search engines such as Google and MSN is essential if the web strategy is to succeed. In fact, a significant commitment to web marketing is going to be the single most important factor in providing value to the website and is essential if any site-related revenue generation programs are going to be implemented.

### Media Relations

Editorial coverage is worth thousands of dollars in equivalent advertising space, therefore, media relations is a key promotional strategy. Media relations includes responding to media requests for information, hosting familiarization tours and generating the interest of media in order to have stories published. A media web page is critical to support the media relations campaign and would include pre-written stories, story ideas, suggested itineraries, press releases, contacts, web links and high-resolution scans of photography for print use. Media fam tours are typically coordinated by the regional DMO Vancouver Coast and Mountains with Tourism BC.

### Advertising

Advertising has no value if there isn't an action one can take as a result of being exposed to the message. The call to action would be the website and toll-free number for the visitor guide and/or recreation map. As important as the call to action, the marketing materials must be effective in order to evoke the desired response of influencing the target audience to make a decision to visit the area. Not all advertising would evoke an immediate response, but advertising increases awareness of the destination — the first step in the purchase cycle. The advertising program is dependent in part on the local businesses that want to increase their exposure and leverage their budget in the form of cooperative advertising.

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<sup>32</sup> Source: Don Schulz, *Marketing*

The following is a guide for opportunities to be developed.

- Place marketing (selling the region as a whole; no specific businesses identified)
- Cooperative advertising using the Mission banner (brand and call to action) sharing space and costs with tourism businesses and/or neighbouring DMOs
- Partnered advertising through the regional DMO (ad buys for VCM programs, which may include Mission banner and cooperative advertising with local businesses for both Regional Canada and Regional US markets)

The type of print publications would be tourism industry publications, product specific publications, community newspapers in the Lower Mainland, and the *Province* and the *Vancouver Sun* through a partnership with the Mission Raceway.

Advertising opportunities to promote Mission at the Abbotsford Airport is possible through the backlit signage program and display racks. The program currently is sold out but Mission could consider a partnership with an existing advertiser Mission advertiser, The Best Western. By partnering costs both parties could benefit, the artwork would only have to be changed.

Vancouver Coast and Mountains Tourism Region will no longer be managing the Visitor Info Centre at the airport which offers racking at no charge at the present time. A partnership with Tourism Abbotsford should address both visitor services opportunities (providing staff and or volunteers to meet and greet arrivals), cooperative marketing, map distribution and racking.

### **Familiarization Tours**

Regional and provincial DMOs organize familiarization (fam) tours for trade and media. The EDC will support fam tour requests by encouraging businesses to participate, making presentations, supplying information and promotional materials, and coordinating transportation or tours. Media kits would be developed according to the specific interests of the participants of the FAM (see media relations). Internal fam tours showcasing the local Mission product, targeted to businesses, organizations, regional VIC staff, RDMO staff and Tourism BC call centre staff should be scheduled annually within Mission and the Fraser Valley.

### **Networking / COTA Conference**

Networking is a key strategy for community development. The primary conference for the tourism industry is sponsored by the Council of Tourism Associations of BC (COTA) and is held annually in February. [www.bctourismindustryconference.ca](http://www.bctourismindustryconference.ca). The ED officer should attend the conference to benefit from networking and professional development opportunities.

## **6.21 INTEGRATED PROMOTIONAL MIX AFTER YEAR 1**

### **Travel and Consumer Shows**

Travel and consumer shows provide an opportunity to create awareness of the destination, distribute information, and collect information directly from potential visitors through promotions. Key consumer shows are recommended through the VCM partners program, which provides discounted bulk purchase rates and a proven track record.

### **2010 Olympic Opportunities**

Opportunities to promote Mission building up to the Olympics will be determined as both Tourism BC and Vancouver Coast and Mountains develop marketing programs leading up to the games. Whether Mission sponsors an athlete, follows the biography of an aspiring athlete from the Fraser Valley, or sets up large screens to gather the community together to watch the games during a series of special events, marketing opportunities will need to be developed through community consultation.

### **Promotions**

Promotions would be developed in cooperation with those independent businesses that want to participate in a trip give-away program. For travel shows, Mission branded merchandise and retail items such as books on the Mission area would be used for small prizes. A grand prize of a trip to Mission will motivate people to enter the draw. The draw entry form allows the EDC to collect information about the entrant's interests, demographics, etc., while potentially increasing the database for future communication.

To create awareness of Mission to close-in markets targeting 3- to 4-day getaways, a trip contest would be promoted through community newspapers. Budget permitting, radio would be added to enhance the awareness of the promotion or expand the contest to include the Fraser Valley.

### **Vehicle Decals – Mission Brand**

As the EDC officer will be travelling around the region throughout the year, an effective use of the staff person's car would be to decal the vehicle with the Mission brand, ensuring increased awareness of the brand and website address. Alternatively, a negotiated leased vehicle partnered with the co-branding of the dealership could also be considered.

### **Regional Marketing Cooperatives / Partnerships with Community DMOs in the Fraser Valley Region**

This marketing strategy has identified opportunities to partner with the other community DMOs in the Fraser Valley. Partnerships would be identified as the EDC implements this strategy. In summary, the following opportunities are subject to joint approval of the partners and are intended as a guide:

- Reciprocal visitor guide and website "Meet our Neighbours" section and website links
- Consumer, mall and travel shows and regional banner design for booth
- Media relations (fam tours, stories, VCM regional partners program)
- Promotions (prize give-aways)
- Scenic Fraser Highway 7 (branding and promotion)
- Recreation Map
- Fraser Valley rack brochure (or expanded distribution of the new Fraser Valley VCM guide)
- Internal fam tours for VIC /DMO /EDC staff
- Exit survey
- Visitor services at the Abbotsford Airport

## 6.22 AFTER YEAR 1 PROJECTS

### **Regional Recreation/Attractions Map – Scenic 7 (Hwy.7 north of the Fraser)**

A regional map showcasing key attractions and road information would be of value to the communities along the Fraser Valley, north of the river. The recreation and attractions format recommended is full size (pull-out) 24x36” that folds to rack size 4 x 9”. Topographic in design, the map showcases recreation spots and other points of interest with icons and major access routes in and around the Highway 7 route. Regional inset maps would showcase the communities within the region. The map is intended to sell wholesale to retailers who will also mark up the product for sale to the end consumer. Retail outlets such as food stores and gas stations hold great potential as bulk distributors. It is recommended the map be produced to industry standards, professionally designed in full four colour, on minimum 50 lb. stock. Quantity: 50,000. Shelf life subject to demand, estimated at 2-3 years depending on sales. The concept is based on a product produced by the consultants for the Sunshine Coast Tourism Partnership and Tourism Comox Valley.

### **Merchandise**

Merchandise serves as both a promotional tool and a revenue generator while offering value to the consumer in the form of a souvenir. High quality functional items are recommended such as a calendar, travel mugs, coffee mugs, shirts, etc. The branding of the Mission area and call to action for the website would appear on all EDC generated merchandise. Distribution of merchandise would be through the local VIC and retailers throughout the Mission area. This concept could also be expanded for a Fraser Valley line of products, provided a dedicated website was established to print on the merchandise for maximum effect.

#### Calendar

The calendar concept works as both a souvenir for visitors and an ideal gift for locals to give to friends and family. As well, local businesses and organizations would buy the calendars for their own use. Although several calendars are already on the market, a local calendar will appeal to the community’s sense of pride. The community is more likely to promote their own calendar over a generic one, when given a choice. The calendar currently promoting the Fraser Valley could be enhanced to include the potential Fraser Valley website or community information and branding.

#### Mugs/pins/clothing etc.

A variety of merchandising items could be developed in partnership with festivals and events, attractions, etc. The community website address should appear on all materials.

### **Rack Brochure**

Racking refers to rack display opportunities that are available through various means. A racking service company provides racking space at various outlets including the airport, ferries, accommodations, attractions and large corporate offices throughout Canada and the United States. Racking fee costs are typically beyond the reach of most small communities, therefore, it is recommended the Fraser Valley DMO group explore a regional racking program with possible assistance from Vancouver Coast and Mountains for partnership funds through Tourism BC.

Whether a new rack brochure was developed or the distribution is expanded for the new Fraser Valley guide by VCM, options would need to be explored in partnership.

### **6.23 AFTER YEAR 2 PROJECTS**

#### **Direct Marketing**

The primary objective for direct marketing is to send follow-up promotional materials to those who have already expressed an interest in visiting Mission. By building the inquiry database from requests for information, follow-up mail-outs or email could be sent out accordingly.

## 7 Implementation Schedule

The timing of implementation of the strategic plan as recommended in the previous three chapters is outlined in the following table.

Table 7-1: Schedule of Actions by Function

Action	Start - Finish
<b><i>Tourism Operations (Chapter 4)</i></b>	
• Communications plan	Dec 04
• Best practices	Ongoing
• Build resource library	Ongoing
• Database development	Ongoing
• Partnership development	Ongoing
• Aboriginal tourism development	Ongoing
• Certification and training program uptake	Spring 05
• Workshop series	Spring 05
• Visitor exit survey – Expression of Interest to TBC Survey	Summer 05 Summer 06
• Attraction program	Early 06
• Opportunity promotion	Early 06 - Ongoing
• Monitoring, evaluation and benchmarking	Fall 06
<b><i>Non-Tourism Operations (Chapter 5)</i></b>	
• Website development	Nov 04
• Prioritize target markets	Dec 04
• Industrial site development	Dec 04 – ongoing
• Site selection exposure	Ongoing
• Direct selling	Ongoing
• Olympic marketing	Ongoing
• Film marketing	Ongoing
• Signage program	Summer 05
• Economic development brochure	Summer 05
• Update community profile	Winter 05
• Downtown merchandising plan	Early 06
• Downtown recruitment program (regional, local and major chain)	Early 06
• Market research	Early 06 – ongoing
• Business recruitment	Mid 06 – biannually
• Downtown beautification plan	Mid 06
• Research task force	Late 06
• CD-ROM video	Late 06
• Regional attraction program	Mid 07
• Business in Vancouver advertising supplement	Late 07

Action	Start – Finish
<b><i>Tourism Marketing (Chapter 6)</i></b>	
• Secure toll free #	Done
• Marketing plan review by the EDO	Done
• Branding designs complete	Done
• Web site development	Winter 05
• Establish photo & editorial bank	Winter 05
• Visitor guide partnership with Mission City Record	Winter 05
• Web site launch & web marketing	Winter 05
• Booth display equipment selection and design	Winter 05
• HRDC application for funding assistance (Visitor Services)	Spring 05
• Mission map (design & production)	Spring 05
• Determine travel show partnerships	Summer 05
• Book space for the VCM Travel Guide ad	Summer 05
• Product & contact inventory (database)	Fall 05
• Complete marketing partnerships – tactics with partners	Fall 05
• Advertising (varies)	Ongoing
• Travel shows	Early 06
• Media campaign	06
• Vehicle decals	Fall 06
• Provide space for VCM Travel Fraser Valley Guide ad	Fall 06

Table 7-2: First Year Schedule

Action	Commencement
<ul style="list-style-type: none"> <li>• Secure toll free #</li> </ul>	Done
<ul style="list-style-type: none"> <li>• Prioritize target markets</li> </ul>	
<ul style="list-style-type: none"> <li>• Marketing plan review by the EDO</li> <li>• Website Development</li> <li>• Branding designs complete</li> <li>• Industrial Site Development</li> <li>• Database development</li> <li>• Communications plan</li> <li>• Establish photo &amp; editorial bank</li> </ul>	Year-end 04
<ul style="list-style-type: none"> <li>• Visitor guide partnership with Mission City Record</li> <li>• Web site launch &amp; web marketing</li> <li>• Booth display equipment selection and design</li> <li>• Mission map (design &amp; production)</li> </ul>	Winter 05
<ul style="list-style-type: none"> <li>• Certification and training program uptake</li> <li>• Workshop series</li> <li>• HRDC application for funding assistance (Visitor Services)</li> </ul>	Spring 05
<ul style="list-style-type: none"> <li>• Visitor exit survey - Expression of Interest to TBC for 06</li> <li>• Economic Development Brochure</li> <li>• Signage Program</li> <li>• Book space for the VCM Travel Guide ad</li> <li>• Determine travel show partnerships</li> </ul>	Summer 05
<ul style="list-style-type: none"> <li>• Economic Development Brochure</li> <li>• Product &amp; contact inventory (database)</li> <li>• Complete marketing partnerships – tactics with partners</li> <li>•</li> </ul>	Fall 05
<ul style="list-style-type: none"> <li>• Ongoing initiatives (as time and resources permit) <ul style="list-style-type: none"> <li>▪ Build resource library</li> <li>▪ Tourism Best Practices</li> <li>▪ Aboriginal Tourism Development</li> <li>▪ Partnership Development</li> <li>▪ Advertising (varies)</li> <li>▪ Site selection exposure</li> <li>▪ Direct selling</li> <li>▪ Olympic marketing</li> <li>▪ Film marketing</li> </ul> </li> </ul>	Ongoing

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## APPENDIX 1 – LIST OF CONTACTS

Ted Adlem	Mission Chamber of Commerce Past President
Cory Adsit	Bear Mountain Challenge
Kim Allen	Mission Museum
James Atebe	District of Mission Council
Greg Anderson	University College of the Fraser Valley
Pam Alexis	AEM Alexis Event Management
Linnea Battel	Xaytem
Jane Boutilier	Mission Lacrosse
Keith Bozman	VIP Soap
Don Brown	Fraser River Heritage Park
Ross Brown	Abbotsford International Airport
Tom Cadieux	Fraser Valley Bald Eagle Festival
Lei Calhoun	Best Western Hotel
Kelly Cameron	District of Mission
Vic Carrao	STS Guiding
Joy Cox	Mission Community Services
Cal Crawford	Royal LePage, Mission Economic Development Committee
Stacey Crawford	Community Futures Dev. Corp., Mission Regional Chamber of Commerce
Sandra Currie	Cedar Ridge Golf Course
Debbie Daoust	Fraser Valley Slo-Pitch
Marilyn Davidson	Mission Arts Council
Walter Davies	Mission Concert and Recital Society
Amber Depocas	Mission Chamber of Commerce
Nancy Doerkson	Mission Chamber of Commerce
Bonnie DuBrulle	Fleur De Sel B&B
Brad Fletcher	Bellevue Hotel
Marleen Galos	Mission Minor Hockey
Sandra Goosen	2010 Chair (Mission)
Angela Griffin	Celtic Inn
Randy Hawes	Member of the Legislature (Maple Ridge-Mission)
Fritz Hess	Mission Arts Council
Jim Hinds	Mission Raceway Park
Barb Kalashnikov	Mission Chamber of Commerce
Glen Kask	Community Events Support Society
John Laing	Mission Economic Development Commission Chair
Judy Lehmann	Sun Valley Trout Farm
Bernie Lehman	Sun Valley Trout Farm
Joan MacLatchy	District of Mission Council
Myrna Matthews	Mission Arts Council
Mike Mayer	Mission Badminton Club
Zak Motala	Motala Tents

Ken Monroe	Mission Community Skills Centre
Diane Moussoulitiotis	Mission Institution
Ann Murdoch	Mission Downtown Business Association
Abe Neufeld	District of Mission Mayor
Dave Nick	Fraser Valley Building Supply
Mel Norder	Chester Creek B&B and 2010 Olympic Committee
Chrystal Orchison	Mission City Record
Shirley Olson	Mission Granite Curling Club
Mary Poulson	Mission Midday Rotary
Denise Peters	Deedle Dee's B&B
Jo Priestly	Painters in a Potters Garden
Gemma Quiring	Mission Downtown Business Association
Fran Perdue	Fence Post B&B
Glen Robertson	District of Mission
Marion Robinson	Fraser Basin Council
Jason Roessle	Mission City Record
Robert Ross	District of Mission
Ken Selvaraja	Lanka Jewellers, Lifetime Learning
Ken Sheers	Ken's Fishing
Richard Skelton	District of Mission - Mapping Dept.
Heather Stewart	Communities in Bloom, Mission Morning Rotary Club
Bryan Stokes	Mission Downtown Business Association
Bronwen Sutherland	Clarke Foundation Theatre
Bob Thomas	Mission Chamber of Commerce
Sharon Vallance	Power House at Stave Falls, Mission Historic Society
Jack and Shirley Van Alphen	Cascade Falls B&B
Ian Waters	District of Mission Council
Shirley Walker	Mission Arts Council
Peg Wenting	Wenting Cycle Shop
Klaus Werner	Community Futures Dev. Corp.
Neal Williams	Mission Minor Softball
Francis Xavier	Mission Folk Festival

## APPENDIX 2 – VANCOUVER COAST AND MOUNTAINS VISITOR PROFILE

Tourism BC conducted their most recent province wide survey during 1995/1996, with results published in 1998. Although not intended for community based analysis, the survey does provide a visitor profile for the Vancouver Coast and Mountains region. A local visitor survey is recommended in the strategic plan to fill the gap for relevant information. The full survey results can be found on the Tourism BC web site [www.tourismbc.com](http://www.tourismbc.com)

This summary was compiled from the *British Columbia Visitor Study – Vancouver Coast & Mountains Region 1998*.

\*\* Note: Due to different methodologies, comparative data is not possible with current Tourism BC data as this survey included both day and overnight visitors. Current visitor information statistics from Tourism BC separate day visitors from overnight visitors.

For the survey the visitors were represented by market origin namely:

### **Non-residents**

- Regional Canada – includes Alberta, Saskatchewan, Manitoba and the Territories
- Regional USA – includes Washington, Idaho, Montana, Oregon and Alaska
- Long Haul Canada – other Canada
- Long Haul USA - other USA
- Europe
- Asia/Pacific

### **Residents**

- Greater Vancouver Regional District (GVRD)
- Vancouver Island
- South – Vancouver Coast & Mountains (excluding the GVRD), South Thompson Okanagan, West B.C. Rockies, North Thompson- Okanagan, Cariboo and East BC Rockies
- North – remaining northern regions of BC

### **Seasons are defined as:**

- Spring – April & May
- Summer: June to September
- Fall: October & November
- Winter: December to March

## Vancouver Coast and Mountain Region - Visitor Profile

- There were 30.6 million visitors to B.C. including both day and overnight visitors.
- Over 15.2 million travelled to Vancouver Coast & Mountains, 58% were non-residents
- Tourism revenue for the VCM region was \$3.41 billion – 39% of the tourism revenue throughout BC is generated by non-resident and resident visitors
- Vancouver Coast and Mountains captured 50% of all visitors to BC making this region the most popular in the Province
- The number two destination in BC is Vancouver Island with both the resident and non-resident markets
- Primary Trip Purpose:
  - # 1 Visiting friends & relatives
  - # 2 General sightseeing
  - # 3 Outdoors/wilderness activities
  - # 4 City/town sightseeing
- The three top expectations that were satisfied by all leisure and business travellers were:
  - Learning new things
  - Getting value for the cost of the trip
  - Visiting a place that takes care of its environment
- Regional USA preferred activities are:
  - Galleries, historic sites, natural displays 72%
  - Events & Festivals 30%
- Non-resident totals for activities ranked:
  - Sightseeing 39% (non-resident market)
  - Natural displays, gardens, zoos etc. 27%
- Casual walking 17%
- Visiting friends & relatives 12%
- Shopping 11%
- Downhill skiing 11%
- Art Galleries & Museums 10%
- Hiking/backpacking 9%
- Nightlife/entertainment 9%
- Swimming 8%
- BC Resident markets have less information available but preferred activities are:
  - Visiting friends & relatives 93%
  - Nightlife/entertainment 91%
  - Downhill skiing/snowboarding 90%
  - Natural displays, zoos etc. 86%
  - Hiking/backpacking 84%
  - Wildlife viewing 84%
- Both markets residents and non-residents rated the following as being important:
  - Resting or relaxing
  - Viewing scenic areas
  - Going places with friendly hospitable people
  - Being physically active
  - Going to a place that is good for the family
- Sources of information before a BC trip and during a BC trip ranked:
  - # 1 Brochures/books
  - # 2 Friends & relatives
  - # 3 Travel Agents etc for long haul
  - # 4 Travel Information Centres (especially during trip up to 46%)
  - Media Coverage
  - Tour operators/tourism businesses
  - Advertising
  - Tourism BC 1-800 numbers
  - BC Tourism Association
- Top three expenditures:
  - Food & beverage
  - Accommodation

- Transportation

The Greater Vancouver Regional District received the highest percent of visitation with the Sunshine Coast experiencing the lowest level of visitation in the VCM region from all markets.

Destinations visited in the VCM Region	Reg. CDA %	Reg. USA %	LH CDA %	LH USA %	Europe %	As/Pc %	BC Resident Van Isl. %	GVRD %	North %	South %
GVRD (high)	91	63	97	94	95	98	82	8	90	81
Sunshine Coast (low)	6	8	6	3	5	1	4	15	1	5

### Leisure Markets

Non-resident		BC Resident	
Regional US	28%	GVRD	32%
Regional CDA	22%	Vancouver Island	32%
Long Haul USA	19%	South	30%
Long Haul CDA	14%	North	6%
Asia Pacific	10%		

### Resident seasonal travel

- Resident markets of Vancouver Island travellers visit the VCM region 36% in summer and 37% in winter.
- The BC South market visits the VCM region 37% in the summer and 32% in the winter.

### Non-resident seasonal travel

- Non-Resident markets of regional USA travellers visit the VCM region 38% in summer and 37% in winter.

All other markets decline after peak summer.

### **Non-Resident Market – Value \$2.512 Billion**

- The non-resident market generates 74% (\$2.512 billion) of the regions tourism revenue, spending an average of \$ 69 per day or \$284 per stay
- 74% of all non-resident travellers visit VCM = 8,845,000
- 84% of all non-resident travellers are leisure (16% are business)
- Average # of leisure trips per year 1.75
- Overall trip experience rated “very satisfied” with 85% of the market surveyed
- BC met or exceeded expectations for those visiting to experience the spectacular natural beauty of the province
- Average travel party size: 2 people, primarily adults
- Age range 35-47
- 77% employed
- Average household income 42% between \$40,000 – 80,000 CDN \$
- Average household income 43% over 80,000 CDN \$
- Canadian households had less income
- Average education: 90% with at least some post secondary education
- Average stay 4.1 days
- 81% of all Regional USA visitors to BC entered by vehicle
- 26% used ferry with car, the second most popular mode of transportation
- 40% of regional Canada visitors arrived by vehicle, 51% by plane
- 91% of regional and long haul USA entered the VCM region via the lower mainland
- 62% of regional USA visitors will return in the next 12 months

**Profile Non-resident Market**

Visitor Origin		Timing of decision to travel	Timing of booking travel	Spring: April/May	Summer: June/July Aug/Sept	Fall: Oct/ Nov	Winter: Dec/Jan/Feb/Mar
<b>Regional USA</b>	28%	Less than a month 38% 1-3 months 31%	Less than a month 60% 1-3 months 22%	13%	38%	13%	37%
<b>Regional CDA</b>	22%	Less than a month 33% 1-3 months 34%	Less than a month 52% 1-3 months 35%	11%	46%	16%	27%
<b>Long Haul USA</b>	19%	Less than a month 22% 1-3 months 32%	Less than a month 35% 1-3 months 36%	13%	67%	5%	15%
<b>Long Haul Canada</b>	14%	Less than a month 22% 1-3 months 39%	Less than a month 39% 1-3 months 44%	11%	45%	16%	28%
<b>Europe</b>	6%			12%	67%	8%	14%
<b>Asia/Pacific</b>	1%			17%	47%	11%	25%

**Visitor Destination within the VCM Region**

Market Origin	Greater Vancouver	Sea to Sky Country	Mighty Fraser Country	Sunshine Coast
Regional USA	63%	25%	23%	8%
Regional CDA	91%	10%	41%	6%
Long Haul USA	94%	22%	15%	3%
Long Haul CDA	97%	28%	19%	6%

## BC Resident Market – Value \$898 Million

- The resident market generates 26% (\$898 million) of the regions tourism revenue, spending an average of \$54 per day and \$140 per stay
  - 34% of the BC resident market visited VCM = 6,406,000
  - 88% of all resident travellers are leisure (12% are business)
  - Resident visitors will return within 12 months from:
    - the GVRD 91%
    - Vancouver Island 84%
    - South 84%
    - North 78%
  - Average # of leisure trips per year 7.5
  - 50% of visitors from the GVRD stayed with friends & relatives
  - Average travel party size is 3 people, primarily adults
  - Average age 38-40 (with the exception of those from the island 55+)
  - Average stay 2.7 days
- 86% of visitors from the GVRD rated resting & relaxing as important
  - 93% of BC resident visitors are visiting friends and relatives
  - Age range 38-40, Vancouver Island over 55
  - 82% employed GVRD , Vancouver Island 67%
  - Average household income 45% between \$40,000 – 80,000 CDN \$
  - Average household income 26% over 80,000 CDN \$
  - Average education: 58% with at least some post secondary education
  - GVRD visitors by origin
    - 82% from Vancouver Island
    - 90% from BC North
    - 81% from BC South
  - 40% of GVRD residents visited to Whistler

**Profile BC Resident Market**

Visitor Origin		Timing of decision to travel	Timing of booking travel	Spring: April/May	Summer: June/July Aug/Sept	Fall: Oct/ Nov	Winter: Dec/Jan/Feb/Mar
* Note: Do not use to estimate regional volume and revenue							
GVRD	32%	Less than one week 73% 1-2 weeks 20%	Less than one week 78% 1-2 weeks 17%	14%	46%	13%	27%
Vancouver Island	32%	Less than one week 65% 1-2 weeks 25%	Less than one week 80% 1-2 weeks 15%	13%	36%	14%	37%
BC South	30%	Less than one week 61% 1-2 weeks 28%	Less than one week 78% 1-2 weeks 17%	19%	37%	12%	32%
BC North	6%	Less than one week 49% 1-2 weeks 41%	Data not available	20%	25%	14%	41%

**GVRD resident visitor destinations within the VCM Region**

Sea to Sky Country	Mighty Fraser Country	Sunshine Coast	Greater Vancouver
40%	26%	15%	8%