

TOURISM UCLUELET

Business Plan

Revised 2012



October 2012

1. EXECUTIVE SUMMARY..... 4

2. INTRODUCTION 5

2.1 About Tourism Ucluelet5

2.2 Background5

3.0 TOURISM UCLUELET..... 6

 3.1.1 Vision Statement.....6

 3.1.2 Mission Statement6

3.2 Guiding Principles7

3.3 Objectives and Strategic Outcomes.....7

3.4 Roles/Responsibilities8

3.5 Stakeholder relationships (and model) 8 and 9

3.6 Organizational Structure10

3.7 Voting Structure.....11

 3.7.1 Voting Members11

 3.7.2 Non-voting Members11

 3.7.3 Voting Process11

3.8 Operations11

3.9 The Future13

3.10 Implementation of Additional Hotel Room Tax13

3.11 Other Funding Sources13

3.12 Projected 5-Year Budget DRAFT14

4.0 COMPETITIVE ANALYSIS 15

5. STRATEGIC FACTOR ANALYSIS..... 16

5.1 Internal Factors: Strengths and Weaknesses.....16

 5.1.1 Strengths17

 5.1.2 Weaknesses17

5.2 External Factors: Threats and Opportunities.....18

 4.2.1 Threats18

 5.2.2 Opportunities18

5.3 Strategic Factor Analysis18
 5.3.1 Metrics18
 5.3.2 Implications19

5.4 Strategic Priorities18
 5.4.1 Priority Six: Combined Resources20
 5.4.2 Priority Seven: Meeting, Conventions, Seminars, and Retreats20
 5.4.3 Priority Eight: Performance Measures20

6.0 THE MARKET21

6.1 Market Segments21

6.2 Align Allocations for Highest Return on Investment21

6.3 Segmentation21

7.0 MARKETING STRATEGY22

7.1 Target Markets.....22

7.2 Product Strategy23

7.3 Market Strategy24

7.4 Distribution Channels.....25
 7.4.1 Website26
 7.4.2 Brochure26
 7.4.3 Advertising26
 7.4.4 Media26
 7.5 Summary27

ADDENDUM 1.0 BYLAW 1067-2007ERROR! BOOKMARK NOT DEFINED.

APPENDIX I BALANCED SCORECARD FOR TOURISM UCLUELET28-28

**APPENDIX II QUALIFIED FIXED ROOF ACCOMMODATION PROVIDERS:
 SUPPORT ANALYSIS31**

1. Executive Summary

Tourism Ucluelet still faces a familiar challenge: to find a way to promote sustainable growth in destination visits in a competitive landscape. With many "one of a kind" differentiating features, Ucluelet has the potential to become one of the top tourism destinations in British Columbia.

The business plan outlines the organizational structure of Tourism Ucluelet and its administration. As a committee of the Ucluelet Chamber of Commerce, it is able to work independently while still garnering the support of the Chamber.

An analysis of the strategic factors in the internal and external environments provides insight regarding opportunities and implications for Tourism Ucluelet. It identifies transportation issues, consumer awareness, available tourism product, and funding as critical success factors to growing destination visits.

Competing destinations are analyzed for their differentiation and ability to penetrate similar markets. As a result, Ucluelet's differentiating factors and sustainable competitive advantages emerge. Ucluelet is the essence of a charming coastal village with the potential to offer a tourism product that is the true *West Coast Experience*.

Outlined is a marketing strategy that takes advantage of Tourism Ucluelet's strengths while mindful of limited financial resources. Key indicators are identified for a recommended balanced scorecard approach to measuring stakeholder inputs and outputs such as economic, social, and environmental benefits.

2. Introduction

2.1 About Tourism Ucluelet

Ucluelet has a relatively brief history with Tourism. After a rich tradition of resource-based industry began to decline, entrepreneurs started to recognize Ucluelet's potential for Tourism. Membership in the Ucluelet Chamber of Commerce (UCOC, the “Chamber”) reflects this change. Tourism Ucluelet is a division of the Chamber, created to focus on leading its tourism industry with the objective of increasing demand for its product.

2.2 Background

Ucluelet pronounced "you-clue-let"; means "people with safe landing" in the First Nations (aboriginal) language known as "Nu-chah-nulth.” Situated between a national park (Pacific Rim National Park Reserve) and Barkley Sound (including the Broken Group Islands Unit of the Pacific Rim National Park Reserve) it has struggled with its new identity. The stakeholders have recognized the fact they are at the starting point of developing a new economy for their region. They have acknowledged this in the form of their Official Community Plan and in the recent zoning of lands removed from the Forest Land Reserve.

The West Coast of Vancouver Island has a limited area of access with approximately 30km of vehicle accessible coastline. The national park, Clayoquot Sound and Barkley Sound attract visitors from all over the world. The region falls within the Clayoquot Sound UNESCO Biosphere Reserve, which has as a guiding principle the Nu-u-chah-nulth First Nations philosophy "Hishuk ish ts'awalk", or "everything is one." This stresses the importance of recognizing and learning about the interconnections within and between ecosystems in order to promote truly sustainable local communities and economies, while protecting the environment for future generations. The main attraction to the area is the Long Beach Unit of the national

park with its long stretches of white sandy beaches, coastal rainforest, and wildlife. This brings visitors back to the area on a seasonal basis. Many come to the area regularly to surf (one of the few places in Canada with access), kayak, hike, whale watch, sports fish, and beach comb. There is growth in creation of new spas, restaurants, galleries, crafts, and many festivals. In recent years winter "storm watching" packages have been successful and have developed into a very special niche market for the region. www.uclueletinfo.com

In 2000, the Ucluelet Chamber of Commerce held its first Edge to Edge Marathon, This point to point Marathon was initiated as a economic driver, bringing to the west coast a \$500,000 infusion over one weekend in the shoulder season. Ucluelet has been building on this success through events ever since.

3.0 Tourism Ucluelet

Tourism Ucluelet is a sub-regional Destination Marketing Organization (DMO), which is a committee of the Ucluelet Chamber of Commerce with the purpose to promote tourism for Ucluelet. It will be responsible for strategic planning and implementation of the business plan.

Membership in Tourism Ucluelet is a given for Chamber members in good standing.

3.1 Vision and Mission Statement

3.1.1 Vision Statement

Tourism Ucluelet is the recognized tourism partnership and sub-regional brand of its stakeholders. Together, as brand stewards, we ensure that visitors consider Ucluelet as “*Life on the Edge*”

3.1.2 Mission Statement

Tourism Ucluelet executes targeted sub-regional marketing strategies that collectively build a strong, genuine brand, and develop outstanding customer and industry relationships.

Through focused marketing and sales efforts, constant innovation and market leadership, we have created a sustainable and competitive market position for Ucluelet, measuring by growing market awareness and destination visitation.

Tourism Ucluelet liaises with all levels of government, and promotes best practice policies that endeavor to enhance our community and visitor experiences for generations to come.

3.2 Guiding Principles

Tourism Ucluelet uses the following guiding principles to conduct its affairs and decision-making process:

Market driven and Results Oriented:

- ≈ Well informed by market intelligence and customer focused
- ≈ Proactive, agile and innovative in identifying and leveraging market opportunities

Accountable:

- ≈ Open, collaborative, inclusive and fair in all dealings with stakeholders
- ≈ Financially responsible and efficient

Strategic and Professional:

- ≈ Forward thinking industry leaders committed to delivering the organization's objectives

3.3 Objectives and Strategic Outcomes

Increases to Primary objectives and measures:

- ≈ Occupancy, and average daily rate
- ≈ Value of media coverage (using advertising equivalency)
- ≈ Net promoter index (would you recommend Ucluelet?)

Increases to Secondary objectives and measures:

- ≈ Awareness/attitude regarding the value of tourism in the community
- ≈ Visitor centre traffic
- ≈ Social metrics such as volunteerism, graduation, crime, and employment rates
- ≈ Visitors to the website and social media pages.

NOTE: See Appendix I: Balanced Scorecard for performance targets and evaluation

3.4 Roles/Responsibilities

Tourism Ucluelet will focus its efforts on marketing and sales activities. While these are defined in more detail in the marketing/sales strategy, they will encompass:

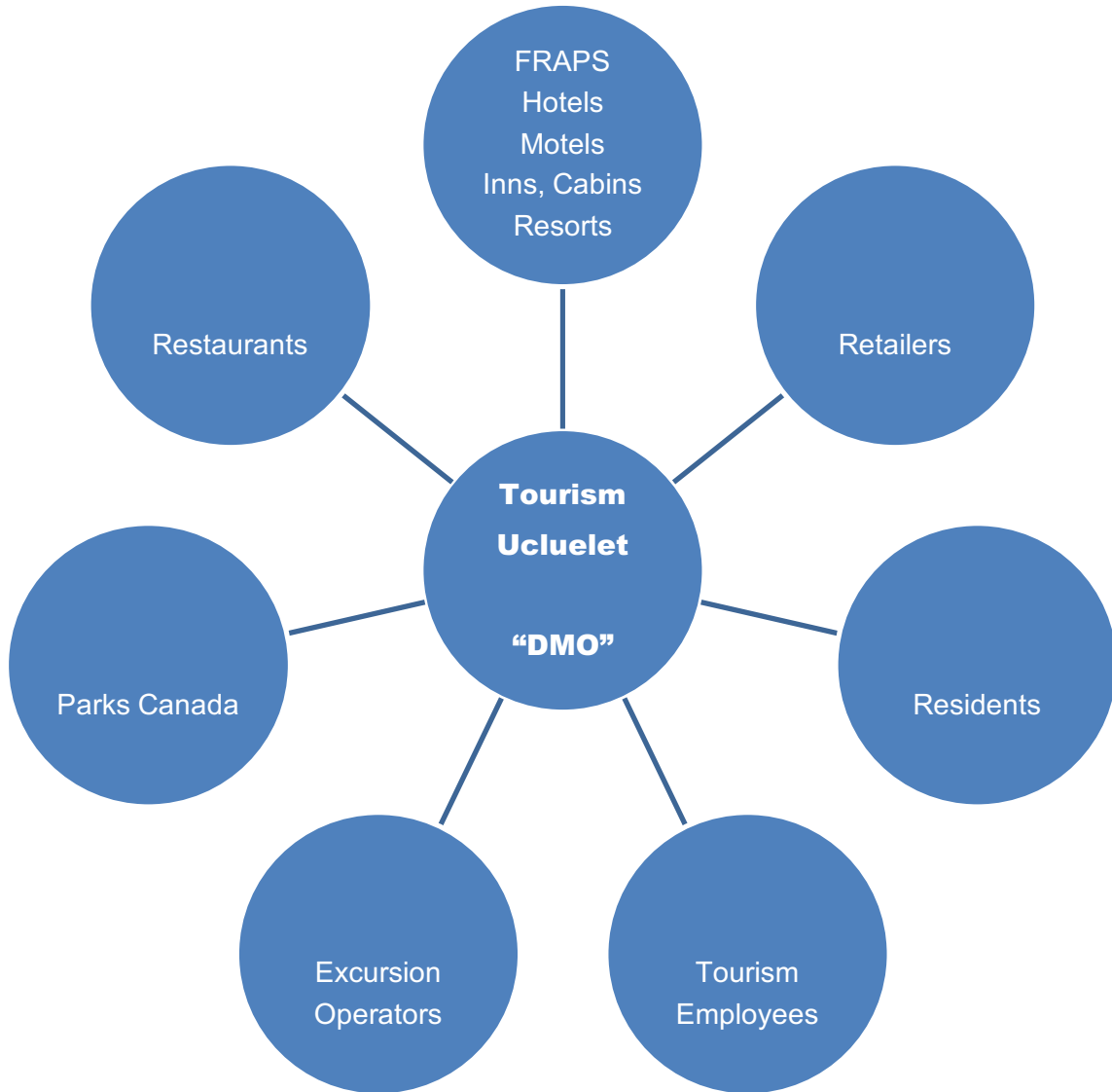
- ≈ Media relations
- ≈ Tour operator relations – familiarization trips, etc
- ≈ Brand awareness building efforts (website, advertising)
- ≈ Performance measurement/key indicators

3.5 Stakeholder Relationships

- ≈ Tourism Tofino – strategic ally & marketing partner
- ≈ First Nations – stakeholder and strategic allies
- ≈ Ucluelet Chamber of Commerce – oversight body for Tourism Ucluelet; Visitor Centers and specific event support;

- ≈ Tofino/Long Beach Chamber of Commerce and Tofino Business Association - oversight body for Tourism Tofino; Visitor Centre and specific event support
- ≈ District of Tofino – strategically continues to support specific events
- ≈ District of Ucluelet – oversight, public relations support, specific events support
- ≈ Regional District – stakeholder partner
- ≈ Tourism BC, and Tourism Association of Vancouver Island – Marketing and support

Exhibit I Stakeholder Model



Stakeholders are those with an interest in the activities and benefits of the organization.

They are those with a stake in the outcomes.

3.6 Organizational Structure

The structure for Tourism Ucluelet is a subsidiary (committee) of the Ucluelet Chamber of Commerce. The committee will be appointed by the BOD of the Chamber of Commerce from written submissions of interest. The committee will govern the DMO. This will consist of Fixed Roof Accommodation Providers ("FRAPS") with "other" representation by Tourism Operators and Ex Officio members of the community. (See Exhibit II Organization Chart, next page)

The committee will have a chair and a treasurer elected by the committee.

3.7 Voting Structure

3.7.1 Voting Members

- ≈ Four (4) Fixed Roof Accommodation Providers (FRAPS)
- ≈ Three (3) Non-accommodation Tourism Operators

3.7.2 Non-voting Members

- ≈ Ex-officio, Parks Canada
- ≈ Ex-officio, District of Ucluelet
- ≈ Ucluelet Chamber of Commerce Executive Director

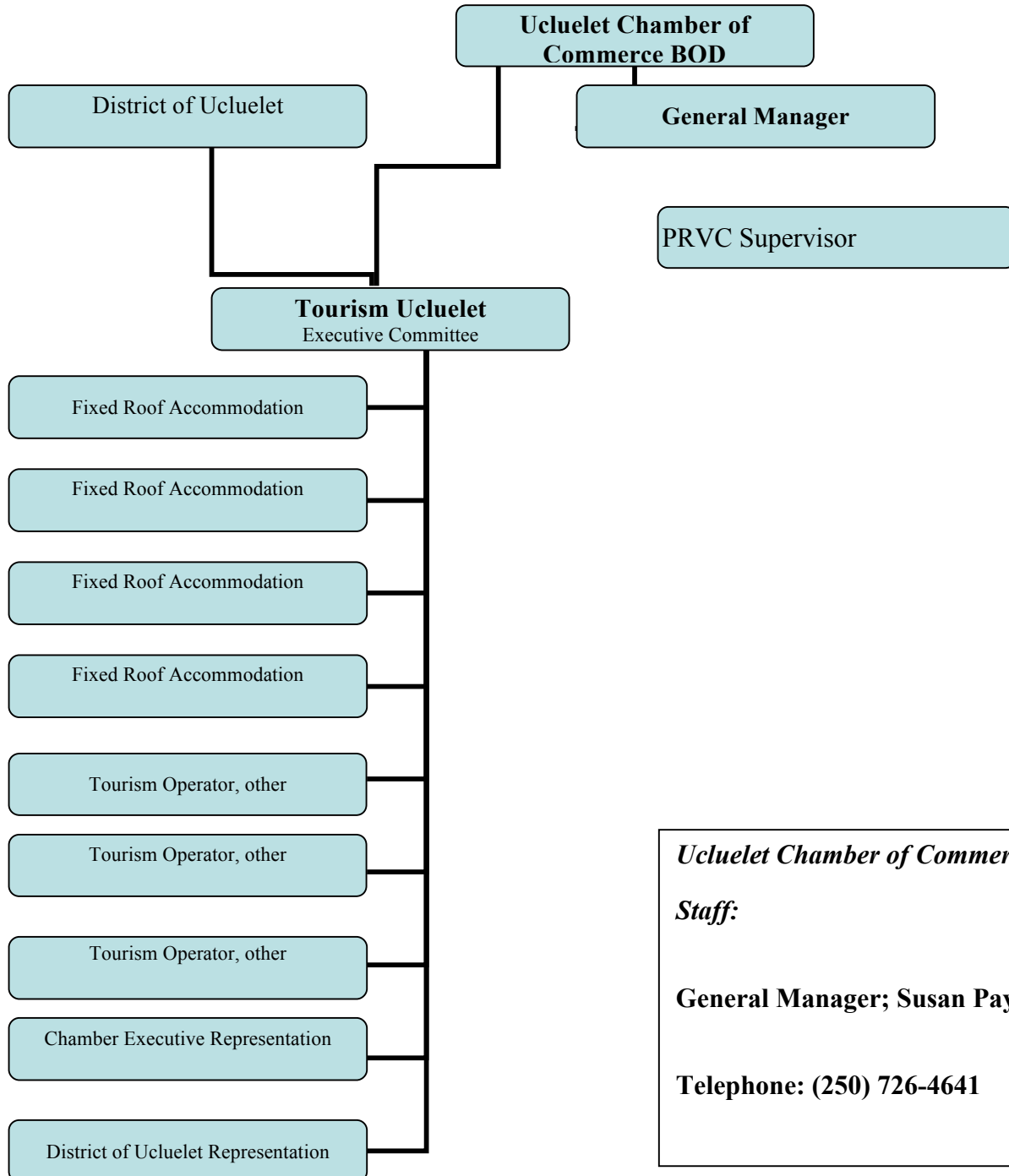
3.7.3 Voting Process

The Chair of the Board of Directors of Tourism Ucluelet may call for a motion to be put forward if a quorum of 4 voting members are in attendance.

The annual marketing plan and budget created by the committee will need the approval of the Ucluelet Chamber of Commerce Board of Directors.

Exhibit II Organizational Structure

3.8 Operations



Tourism Ucluelet will operate from the new downtown UCOC Business/Visitor Services Center. The Ucluelet Chamber of Commerce is at the moment renovating an existing mobile space that will be centrally located.

3.9 The Future

Tourism Ucluelet structures funding formulas to align with the growth of supply and benefit from demand and overall performance. The increase in volume will provide enough tax revenue to consider hiring staff to manage marketing initiatives. Future opportunities for Tourism Ucluelet may include shared or related activities with a regional approach.

3.10 Renewal of Additional Hotel Room Tax

Implementation area: District of Ucluelet

Plan Period: June 30th, 2013 – July 1, 2018

Process used to gain support for renewal of AHRT in December 2012:

- ≈ Tourism Ucluelet and the Ucluelet Chamber of Commerce met face to face with the each of the Fixed Roof accommodation providers. Those that were not available were sent letters and then contacted by phone. They were asked to sign and fax in documents.
- ≈ Written communication has been distributed and reported at regular UCOC meetings. A letter was sent out to all FRAPs regarding the renewal.
- ≈ Signatures of support have been collected from qualifying properties (see Appendix II: Table of supporting FRAPS, and enclosed signatory forms) and ALL Fixed Roof Accommodation providers have been contacted individually.

3.11 Other Funding Sources

Ucluelet Chamber of Commerce: has offered in-kind support with office space and administration assistance.

CTO funding has also provided joint initiatives with Tourism Tofino and Tourism Vancouver Island. This regional approach to marketing the West Coast has proven cost effective and

3.12 Projected 5-Year Budget:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	Tourism Ucluelet																				
2	Forecast	AHRT Income	Bank	Admin	Print	FAM	Web/App	Cltrtl	Lgl/Acctng	Design	Trvl/Mtng	Phone	Brchr/Maps	Trdshw	Non-profit	Promo	Rent/Wra	Subtotal	Contingencie	total	variance
3	Earnings/Spend														mktg		Ship/Fuel		(misc.)		to Earnings
4	year 2013	178000	100	34000	25000	500	10000	5000	7000	5000	15000	2000	12000	10000	12500	7500	16500	162100	14000	176100	1900
5																					
6	year 2014	185000	100	36000	25000	1000	28000	5000	7000	5000	10000	2000	13000	10000	12500	12000		166600	10000	176600	8400
7																					
8	year 2015	200000	120	40000	20000	1000	40000	5000	7000	5000	10000	2000	14000	10000	12500	14000		180620	11000	191620	8380
9																					
10	year 2016	200000	120	40000	20000	1000	40000	5000	7000	5000	10000	2000	14000	10000	12500	14000		180620	11000	191620	8380
11																					
12	year 2017	200000	120	40000	20000	1000	40000	5000	7000	5000	10000	2000	14000	10000	12500	14000		180620	11000	191620	8380

4.0 Competitive Analysis

Tofino: www.tourismtofino.com is the only direct competitor on all levels in all segments. Tofino has an established visitor base, and is "built-out" in terms of providing new product. It is responsible for creating the demand that Ucluelet has been able to follow. Ucluelet operators have competed by offering newer product continuing to develop more diversity in its offerings. Tourism Tofino has established its DMO this year with a yearly budget (partly from AHRT) of approximately \$700,00. It will continue to compete with Ucluelet however we are working on joint programs that will market the entire region.

Oceanside: www.oceanside.com The Oceanside (east side of the Island) region is a direct competitor in the camping, low to mid budget accommodation and offers many water sports, beaches and man made attractions (think waterslide, mini-putt) promising fun for the whole family. They are aggressively targeting Ucluelet's potential market segment in this category by selling the West Coast of the Island as a day-trip.

Nanaimo: www.tourismnanaimo.ca This DMO is a different competitor that has significant resources and is targeting market share in the conference, meeting, and event segment. Primarily a stopover for travelers it gets its name "Hub City" for the many transportation links i.e. Airport, Ferry Service, Seaplanes, and Highway access. Nanaimo puts up a significant barrier to developing conference, meeting, and event business on the west coast due to significant investment in venue assets. It can collaborate in alliance with the west coast; however, Nanaimo is openly marketing the "West Coast" as a day trip rather than its own destination. This city's community plan includes construction of a major conference centre and additional funding for the DMO has been approved. This year's annual budget is \$ 350,000.00 with annualized budgeted increases of \$200,000.00 until it attains an annual budget of \$1,000,000.00.

Whistler: www.tourismwhistler.com Whistler tourism is a strong force that "pulls" visitors in for its well-known winter sport activities. It is also a strong pull in the summer months with many other attractions. Whistler's proximity to Vancouver as well as added attention since the 2010

Olympics have been awarded to these two communities make Whistler a competitor to any tourist destination in Western Canada and USA.

Victoria: www.tourismvictoria.com (The Capital City of British Columbia). This truly charming city and provincial capital is a popular destination for many visitors to British Columbia. Victoria has long been a desired destination; however, prolonged internal marketing of only Victoria is starting to hurt this location as many tourists seek to explore other areas of Vancouver Island. It is both a competitor and a target market for Tourism Ucluelet.

Port Alberni: www.avcoc.com Port Alberni is a gateway to the West Coast and it will be important to continue regional marketing approaches with this market.

Other DMO information:

Tourism Vancouver Island: www.vancouverisland.travel

Tourism Vancouver Island is a destination marketing organization whose vision is “To Position the Vancouver Island Region as a Premier Destination”. The organization represents the tourism stakeholders within the Vancouver Island region, which includes all the islands located between Vancouver Island and the mainland coast and includes coastal areas of the mainland coast between Moses and Bute Inlets. Tourism Vancouver Island is one of six regional DMO’s in British Columbia that are contracted by Tourism British Columbia to deliver marketing initiatives on behalf of the region. In partnership with tourism stakeholders and Tourism BC, Tourism Vancouver Island coordinates over \$1.5 million in advertising and promotional campaigns targeted at driving tourism business to the Vancouver Island Region. We will continue to partner with TAVI.

5. Strategic Factor Analysis

5.1 Internal Factors: Strengths and Weaknesses

5.1.1 Strengths

- ≈ UCOC Manager oversees visitor, special events, and business services
- ≈ Enthusiasm among members to build a strong brand and a desire to innovate strategies for marketing seasonal opportunities such as “storm watching”
- ≈ The Chamber of Commerce has sponsored three research initiatives; ***Recreational Tourism Strategy, Visitor Survey, and Residential Survey***
- ≈ Many special events held in Ucluelet such as the Edge to Edge Marathon, the Whale Festival and the Pacific Rim Summer Festival.
- ≈ Locals take an interest in the visitors’ (the participants in the events: recreational tourists) experience and demonstrate a high degree of civic pride as demonstrated by a high degree of volunteerism.
- ≈ The Wild Pacific Trail and the newly built aquarium and increasingly becoming the must see’s of Ucluelet.

5.1.2 Weaknesses

- ≈ The destination is 2.5 – 3 hours drive from BC Ferries in Nanaimo its nearest link to a major city (Vancouver) and three hour drive by motor vehicle to the nearest regional airports in Comox/Courtenay and Nanaimo.
- ≈ Local airport has scheduled flights on small aircraft (8-9 passengers) that can only land in daytime and good weather.
- ≈ Small airlines provide marginal marketing
- ≈ The month of August is often foggy resulting in planes having to turn back, which is obviously a challenge for CRM.
- ≈ Highway 4 upgrades have been made but the road is still in need of continuous repair
- ≈ Decaying infrastructure within the District of Ucluelet (i.e. roads, walkways), RMI funding is helping with this however.
- ≈ Limited budget and reliance on volunteerism
- ≈ Lack of industry metrics and benchmarks

- ≈ Stand-alone research of economic and social indicators is costly

5.2 External Factors: Threats and Opportunities

4.2.1 Threats

- ≈ "Oceanside" demonstrates the mutual benefits of combining resources
- ≈ Many competing destinations vying for customer's attention (See section 4.3)
- ≈ Airport improvements may not be feasible
- ≈ Lack of winter attractions, recently the referendum for a multiplex on the West Coast was approved, and capital funding is being raised.

5.2.2 Opportunities

- ≈ Funding opportunities exist for airport improvements (under condition of feasibility)
- ≈ Provincial funding available for sub-regional DMO development
- ≈ Research grants available through CBT and Province
- ≈ Resort Municipality Status – 2% additional tax revenue returns to District provided has increased infrastructure and allowed Tourism Ucluelet to collect the AHRT
- ≈ Cooperative marketing opportunities with Tourism Tofino
- ≈ Strategic partnership with Tourism Tofino.
- ≈ Tourism research initiatives from CTC to Tourism BC available to harmonize performance measure reporting
- ≈ West Coast multiplex may help to bring sport tourism opportunities in off season.

5.3 Strategic Factor Analysis

5.3.1 Metrics

Although there was an anecdotal growth in traffic measured by both Parks Canada and Visitor Center staff in the range of 20% five years ago, there has been a 10% decline over the last two.

The most comprehensive data is collected by Parks Canada however it is relative to visitor counts only and does not indicate overnight stays. Informal survey of visitors indicates ratios of approximately 20% are “day trippers”. The total number of visitors commonly agreed on is around 1.2 million to the west coast region. Most visitors stay in Tofino, which has approximately 2000 tourist beds compared to Ucluelet’s 300.

Our 2012 decline in traffic can be related to a steady increase in gas prices as well as increased ferry costs. Travelling to the Island has become increasingly costly. Since the economic fall in 2008, we have seen less visitors wanting to spend the money to visit the West Coast of Vancouver Island. More now than ever, we have to rely on marketing our area and increasing the awareness.

5.3.2 Implications

Typical accommodation in Ucluelet ranges from camping and budget accommodation to new four and five star developments. The landscape is gentrifying due to a relatively strong demand for coastal real estate and more upscale accommodation resulting in higher prices and more exceptional resort experiences.

It has limited funding available to compete with other offerings for customer's attention. On the other hand, it has a tremendous natural resource and coastal experience, which is incomparable. A staggering increase of customers is required to maintain current occupancy/ADR levels in the 4-star segment.

What is still the most challenging is customer creation for the middle market price-point. Their metrics have shown growth in occupancy, ADR, and Revpar each of the last six years since inception. They are aggressively fulfilling a need for budget to mid-scale resort accommodation and beachside experiences. The trade off is the destination is somewhat “retired” and “suburban” offering no significant natural experiences.

The high cost of land and construction of new facilities with legislated “low density”, demands new developments reach for their “highest and best use” in order to be feasible. This creates a competitive opportunity for others with aggressive tactics to capture budget-oriented visitors. It

also creates an opportunity to leverage the lower cost properties with bundled benefits to offer augmented product to create value and build a stronger brand.

Strategic Priorities

5.4.1 Combined Resources

Greater marketing support from both Tourism BC and Tourism Vancouver Island is available in many “co-op advertising programs” and “fam-tours” and yet under utilized due to lack of staff resources. This is changing with the addition of the AHRT funding, as we are now able to increase out trade & travel show attendance, promotion and offering a tour guide to our familiarization visitors.

5.4.2 Meeting, Conventions, Seminars, and Retreats

Though transportation is a critical factor in successfully reaching these market segments, they represent a significant opportunity to grow the destination’s season. New hotel/resort product in the pipeline is developing capacity to meet the needs of this market, and the District is investing in a community/convention center.

5.4.3 Performance Measures

Tourism Ucluelet must take advantage of research available from its sponsoring organizations. It should seek out harmonized data and indicator models to avoid stand-alone, redundant research, and wasted scarce resources.

6.0 The Market

6.1 Market Segments

The following data is supplied by a current visitor survey and anecdotal/incidental information provided by accommodation providers.

6.2 Align Allocations for Highest Return on Investment

Marketing allocation/investment identifies targets by relative population size of target segments. The economies of the target markets contribute to the success of tourism in this region to date, as well as their steady population growth. Much of the allocation/investment consists of positioning Ucluelet's Brand and value proposition to potential visitors in this geographic landscape.

6.3 Segmentation

1. ***Couples seeking weekend getaways, year-round:*** They are usually dual income no children, affluent and likely to be attracted to a relaxing retreat in a natural setting with a taste for fine experiences.
2. ***The active traveller, year-round:*** This segment is the empty nester and baby boomer. They prefer comforts, extended stays, and opportunities to enjoy fine experiences and soft adventures.
3. ***Young and Active Generation X:*** These are usually urbanite with dual incomes preferring to participate in outdoor activities on a regular basis. This market tends toward quantity of experiences over quality. Will save money to revisit a place they enjoy.

4. **Families** are a substantial segment during holiday breaks and the summer season. They are in all geography and social strata. They represent the majority of peak season revenue for most operators. They will occupy campgrounds to mid-upscale hotels, preferably with amenities for children or organized excursions.
5. **Corporate and Incentive:** A relatively large geographic market with substantial opportunities for substitution, this market seeks differentiation and convenience access.

7.0 Marketing Strategy

This section outlines the key components of a Marketing Plan for Tourism Ucluelet. The board of directors is responsible for its implementation, and relevance to all Stakeholders.

This report suggests a marketing strategy, which focuses on the place, the people, the experience, and the relationship between them. It must leverage civic pride and exceptional west coast experiences to create customer value and product/service differentiation. By working together to bundle benefits, stakeholders can create new customer value to generate growth. This augmented product can be distributed to highly valued, repeat visitors to build strong relationships and develop new customers by offering a call to action that includes a similar offering for friends, relatives, and associates. The suggested strategy is broken into Target Markets, Product Strategy, and Market Strategies.

7.1 Target Markets

A broad range of tourism product attracts a wide market, and combined with Ucluelet's differentiating factors leads to sustainable competitive advantage.

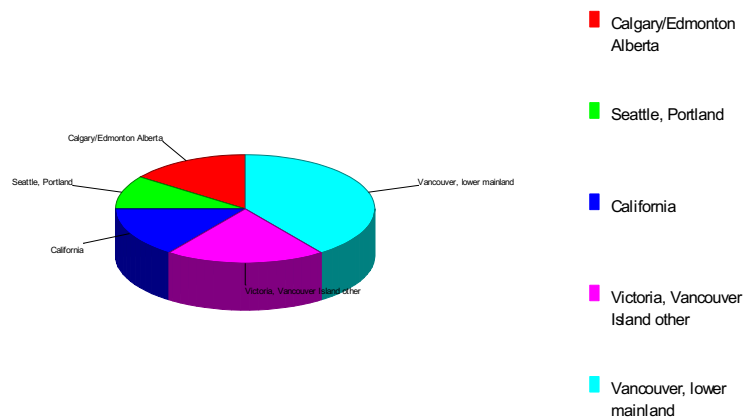
The suggested strategy is to target regions with a high potential for repeat visits such as the "rubber tire" markets of Vancouver, Victoria, Calgary/Edmonton and The Pacific Northwest USA (Seattle/Portland). By relative comparison, these markets are smaller in population than

Toronto or Los Angeles. However, they are more likely to be return visitors because of geographic convenience.

They are less costly to reach via traditional marketing methods such as advertising since their populations are relatively concentrated thus the cost per impression is lower. They are also within reach via word of mouth and the email networks of our existing repeat customers (potential advocates) as well as our stakeholder “opt-in” databases. Existing customers may network with others that also enjoy the west coast experiences or have a desire to do so. This is our “warm” market.

Exhibit IV

Target Segment % of Revenue



7.2 Product Strategy

It is difficult to find many places in Canada that have as the product advantages such as Ucluelet’s unique geography, temperate climate, proximity to the open Pacific Ocean, flora, and fauna. These are the differentiating factors of this region, and best of all no work is required to achieve them. The region’s abundance of natural wonders certainly offers something for every demographic.

The popularity of Pacific Rim National Park Reserve can be leveraged to create customer value. The services and experiential events and excursions offered in the park are easily combined with stakeholder offerings to create augmented product/services. Currently Parks Canada leases space from the UCOC, in one of its visitor centers. Park employees have received extensive training in

customer relations, the many interpretive/visitor services staff that work for Parks Canada truly offer to connect visitors with an experience to remember. The ocean and extensive sandy beaches are another magical element unique in Western Canada. Located on the outer West Coast of Vancouver Island only the Pacific Ocean lies between it and Japan, a distance that generates magnificent storms. The rugged terrain, along with the ocean in the background have created opportunities like winter storm watching, surfing, kayaking, beach-combing and whale-watching.

All of the products highlighted constitute the natural advantages this region has that other regions cannot supply. To complete the product strategy Tourism Ucluelet will need to package services offered by various local businesses. Creating packages that highlight the areas many attractions/experiences will assist in displaying the regions variety of opportunities.

Part of the tourism product is the people of Ucluelet, the employers, the characters, and the people who work there. They will continue to form the foundation of the relationship between customers, the place, and their experiences. A few select characters will become “West Coast Ambassadors”. They will be featured on the website with their photo and a testimony or story that connects the three main elements; people place and experience. This is “sharing the experience” with a call to action that offers potential visitors to write them to learn more.

7.3 Market Strategy

Updated Marketing Plan - Tourism Ucluelet, November 2012

Tourism Ucluelet and its stakeholder volunteer committee are dedicated to increasing the global awareness of Ucluelet as a destination location on the West Coast of Vancouver Island.

We see Ucluelet as a; quirky tourist town, eco-tourism hot spot, friendly coastal community with an abundance of outdoor adventure opportunities and some of the freshest air Canada.

Through a renewed perspective on how we want the world to see us, we have invested in capturing the images that we all enjoy routinely. These images will become the focal point for all of our future advertising streams.

As we consider a fresh approach, we are throwing the marketing conventions aside and looking to forge new paths to Ucluelet from coast to coast. We have long sat in the shadows of our competitors on the Island but are ready to now showcase what we have to offer.

The brief but following marketing plan will define the areas we will be focusing on in 2013.

Road Trip – We’re planning a promotional Canadian tour from East to West. We will have a RV wrapped with large scale photos, present videos of the area and activities available, partner with businesses and our stakeholders to offer promotions and prizes. We will work with a publicist on Press Releases and distribution to media (Radio/TV). Our staff will represent all levels of tourism in Ucluelet.

Co-op Advertising – We’ve partnered with Tourism Vancouver Island in the 2013 Vacation Guide, Envelope Program and Bookmark program.

Local Advertising – We are working with Pint size Productions on a Character Map (similar to the Tofino Surf & Adventure map). TU stakeholders (Chamber members) will be represented on the map. We have committed to RTown videos for the Wild Pacific Trail & Ucluelet Aquarium. We plan to offer marketing support the Pacific Rim Whale Festival, Edge to Edge Marathon and Ucluelet Salmon Ladder Derby.

Website – We are working with the District of Ucluelet and Ucluelet Chamber of Commerce to build a portal website through the domain www.ucluelet.ca. The DOU, UCOC and TU will all have administrative access to the content.

Social Media – We plan to use social media avenues to promote Ucluelet as a unique destination. It will also be a large part of the promotional road trip.

Print Advertising – We have committed to Westworld Magazine for 2013, and have room in the budget to look at further print.

7.4 Distribution Channels

7.4.1 Website

The website was created with a sense of openness similar to the citizen's attitudes with enthusiasm for the west coast lifestyle and "sharing the experience" invitations. It features exclusive packages and experiences offered with a range of price points. An "availability tool" provides quick inquiry that can be directed out to the accommodation providers quickly for timely response.

A new website is being created by the District of Ucluelet, which will encompass the all three entities; the District of Ucluelet, The Chamber of Commerce and Tourism Ucluelet. The site will be a one stop shop for locals and visitors alike to find any and all information Ucluelet. It will alleviate redundancy and excess repetition of information. In addition, the information will be the same i.e. one history page rather than three different ones. Each entity will have the ability to control their own information. The interactive calendar of events will also be a huge benefit to the community will all levels of events in one handy calendar, avoiding conflicting events.

7.4.2 Brochure

The brochure being created is similar to the Tofino Surf brochure, again showing unity in our regional approach to marketing. The brochure will showcase Ucluelet's best assets as well as a easy to navigate map.

7.4.3 Advertising

Building on the foundation through our expanding future marketing efforts, such as the road trip, we will be able to access a large demographic and direct contact info. We are able to mass push out this information using social networks of all of the businesses in Ucluelet. Our marketing plan allows buy-in and participation from all of the stakeholders, without a lot of cost.

All avenues that we take will help us to build stronger relationships with other Tourism Agencies, potential visitors and media representatives that we meet across the country.

7.4.4 Media

Public relation activities in connection with the municipality must align with Tourism Ucluelet's messaging and strategy to "share the experience".

"Ukee Rocks" has been contracted to be the media contact, search various opportunities and take care of administration duties such as website maintenance and on going inquiries.

7.5 Summary

We are building a foundation from which we will be able to further expand our future marketing efforts. All avenues that we take will help us to build stronger relationships with other Tourism Agencies, potential visitors and media representatives that we meet across the country. We need to take advantage of our uniqueness by offering and promoting ourselves in a distinctive way. We need to think beyond the magazines and the brochure racks to get our message out to the public.

Customer Metrics									
Customer Objective Type	Measures	Targets	Supporting Initiatives	Q1	Q2	Q3	Q4	Annual	Analysis
Customer satisfaction	Customer satisfaction percentage	75% of all customers are "somewhat" or "very" satisfied.	align new mission with all subsequent initiatives	81.00%	78.00%	82.00%	78.00%	79.75%	Target exceeded
Creating "Westcoasters"	Number of return visits	50% return visits within 24 month; 25% within 12 month and 15% within 6 month	"Share the Experience" relationship kit						
Share the Experience Participation	Number of entries-returns or conversions	10% of total visitors	Provide many opportunities to participate by follow up e-mail, letters, surveys...						

Internal Business Process Metrics									
Internal Objective Type	Measures	Targets	Supporting Initiatives	Q1	Q2	Q3	Q4	Annual	Analysis
Innovation	New items supporting CRM	1 major item per year and minimum 4 new items supporting a major strategy	monthly brainstorming sessions, quarterly sessions facilitated by third party	2	0	1	3	6.00	Target achieved
Operations	Outside Media Requests (editorial)	5 per month	weekly e-mails detailing all local activities to major news organizations within British Columbia and Alberta						

Learning and Growth Metrics									
Learning Objective Type	Measures	Targets	Supporting Initiatives	Q1	Q2	Q3	Q4	Annual	Analysis
Community Involvement	Volunteer Participation	2hrs per resident per annum	alignment with vision; special recognition displayed in prominent locations in all publications and websites	0.95	1.8	2.3	1.7	1.69	Target not achieved
Volunteer Training	Total number of Volunteers completing a guest services course	25 per year	working with provincial governments to design a specific resort town training module						
Community satisfaction	Involvement with decisions	Based on community survey, ensure that 75% of residence feel involved with key decisions by the end of the year.							
Community satisfaction	Access to information	Based on community survey, ensure that 95% of residents know where to find and how to access information supporting local tourism.							
Community satisfaction	Encouragement to be creative	Based on community survey, ensure that 80% of residents feel that creativity is encouraged feel encouraged.							

Appendix II Qualified Fixed Roof Accommodation Providers: Support Analysis Dec. 15, 2012

SUPPORT OF ADDITIONAL (2%) AHRT as off December 15, 2012

#	Resort	No of Rooms	In Favour
1	Thornton Motel	16	16
2	The Cabins at Terrace Beach	26	26
3	Black Rock Resort	133	133
4	A Snug Harbour Inn	6	6
5	Pacific Rim Motel	45	45
6	Peninsula Motor Inn	19	19
7	Waters Edge Resort	46	46
8	Bayshore Waterfront Inn	10	10
9	Wild Pacific Waterfront Cabins	5	5
10	Cabins West	4	4
11	Little Beach Resort	18	
12	Reef Point Cottages	38	
13	West Coast Motel	20	
14	C&N Backpackers	5	
15	Island West Resort	10	
16	Canadian Princess Resort	76	
17	Terrace Beach Resort	17	
Total Rooms		494	310
Percentage in Favour		No. of Rooms	63%

Percentage in Favour	No. of Businesses (10 of 17)	59%
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