

**Appendix 1.2 Five-Year Strategic Business Plan**

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## Five-Year Strategic Business Plan Template

**Designated Recipient:** District of Ucluelet  
**Community Name:** Ucluelet  
**Date Prepared:** June 2017  
**MRDT Term Expiry Date:** July 1, 2018  
**Five Year Period:** 2018-2023

Section 1: Five-Year Strategic Overview	
<b>Vision and Mission</b>	<p><b>Vision</b></p> <p><i>Ucluelet shares our environment, history, culture and heritage with visitors, while enhancing the lives of community members.</i></p> <p>Our community's Official Community Plan envisions Ucluelet as: <i>an attractive, safe, healthy, friendly, vibrant, ecologically sound maritime community which is the all season resort destination of choice for visitors.</i></p> <p><b>Mission</b></p> <p>A visitor-tax funded destination marketing organization (DMO) that collectively builds a strong, genuine brand through focused marketing and sales efforts and industry collaborations.</p> <p>Tourism Ucluelet liaises with all levels of government, and promotes best practice policies that endeavor to enhance our community and visitor experience.</p>
<b>Strategic Context</b>	<p>British Columbia's tourism industry had an exceptional year in 2016, with a total of 5,532,065 overnight international visitor arrivals to the province. Ucluelet's visitor economy has also continued to see strong year over year growth with increases in both occupancy and average rate.</p> <p>Tourism Ucluelet conducted two Visitor Experience Surveys, one between February and July 2016 and another between September to December 2016. These surveys showed that Ucluelet's visitors originate primarily from BC (78% in the spring months and 80% in the autumn months). The rest of Canada makes up the bulk of the remaining visitors, with Alberta and Ontario generating the most visitation. Travel size averages 2.7 persons and 87% are leisure visitors and 10% are visiting friends and relatives.</p> <p>The District of Ucluelet, who is the Municipal &amp; Regional District Tax (MRDT) applicant, contracts the Ucluelet Tourism Association (Tourism Ucluelet) to implement the 5-year Strategic Plan which is reviewed annually?. Tourism Ucluelet has one full-time Executive Director and contracts services for marketing plan execution, website maintenance, asset collection and social media. The visitor centre staff consists of two full time staff providing visitor services at the Junction and downtown (seasonally), as well as up to five summer students</p>

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starting mid June to the end of August. In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsible of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office.

Tourism globally is a major economic player and forecasts are projecting growth. Canada and BC have opportunities, particularly with the favourable exchange rate keeping Canadians at home and Americans interested in traveling north. But distinct issues face tourism, that require a united advocacy effort to ensure the success of the industry, which is why Tourism Ucluelet is an active member of the Tourism Industry Association of BC.

While enjoying an increase in destination awareness and visitation, Ucluelet, like many BC communities, faces some significant challenges. A lack of staff housing, caused in part by short-term rentals, is affecting the ability of local tourism businesses to deliver remarkable visitor experiences. Tourism Ucluelet recognizes the need to be involved and engaged in helping to address some destination development issues, such as short-term rentals and ensuring wider tourism stakeholder support for destination marketing.

There is an opportunity to increase industry engagement in cooperative marketing opportunities and increase stakeholder engagement and collaboration.

### Overall Goals, Objectives and Targets

Tourism Ucluelet has 3 goals:

- Marketing & Promotional Activities
- Visitor Services
- Stakeholder Engagement & Organizational Governance

#### **Marketing & Promotional Activities**

*Marketing initiatives will focus on increasing length of stay and visitor yield while encouraging return visitation, with a focus on shoulder and off-season.*

#### Objectives:

- Increase in MRDT revenues by 3% annually
- Increase occupancy rate in non-peak seasons (September 16 – June 14) as measured by participating accommodations
- Increase average length of stay by one day, as measured by participating accommodations
- Increase online and social engagement across all monitored channels by 5%.

#### **Visitor Services**

*Visitor service delivery will focus on increasing visitor touchpoints and encouraging increased length of stay, visitor yield and satisfaction.*

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Objectives:

- Maintain relationship with Tofino and Parks Canada at Junction and downtown Visitor Centres
- Generate revenue/pursue grants to ensure cost-recovery for visitor services by 2019
- Grow local and regional partnerships represented at visitor centres
- Increase the number of visitor parties by 3% annually

**Stakeholder Engagement & Organizational Governance**

*As a Destination Management Organization, maintain strong stakeholder engagement while effectively governing the organization.*

Objectives:

- Successful MRDT funding application and renewal in 2018
- Leverage funds at a minimum of 5% of the MRDT collected over 5 years (~\$20,000 annually)
- Succession planning documentation completed by end of 2018
- Annual Stakeholder Survey score of 3.5/5
- Increased stakeholder engagement in marketing initiatives and corporate events
- Increased collaboration on development of *Resort Development Strategy* with District of Ucluelet
- Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry

**Strategies – Key Actions**

**Marketing & Promotional Activities**

Key Actions:

**Year One**

- Engage in Destination BC cooperative program opportunities, such as the Real West Coast campaign with neighbouring destinations (Tofino, Parks Canada and Port Alberni)
- Maintain new website
- Develop destination guide (print and online)
- Produce online advertising (focus on off-season; winter storm watching)
- Purchase print advertising (focus on off-season; winter storm watching)
- Maintain social media channels (Facebook, Twitter, YouTube, Instagram)
- Participate in familiarization tours with Destination BC/Tourism Vancouver Island
- Continue image and video bank enhancement
- Cost-share banner program with District of Ucluelet

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- Support through existing marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Develop plan for weddings, retreats and small conferences market (determine shows, marketing material, etc.)

### ***Year Two-Five***

- Engage in Destination BC cooperative program opportunities with neighbouring destinations
- Maintain/upgrade website (years 2-4); update (year 5)
- Produce online advertising
- Purchase print advertising
- Maintain social media channels (Facebook, Twitter, YouTube, Instagram)
- Participate in familiarization tours with Destination BC/Tourism Vancouver Island
- Continue image and video bank enhancement, where necessary
- Cost-share banner program with District of Ucluelet
- Support through existing marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Initiate plan for weddings/ conference market
- Build out new products – cycling sector, sporting, festivals and events
- Initiate plan for Educational Tourism
- Explore collaboration/ partnership opportunities at the Long Beach – Tofino/Ucluelet Regional Airport
- Explore further opportunities through the Vancouver Island North Film Commission

### **Visitor Services**

Tourism Ucluelet's primary goal is to have visitors stay longer, experience new and exciting products our businesses have to offer and make Ucluelet as well as the west coast a positive and memorable experience. The visitor centre plays a vital role in welcoming visitors to the west coast and providing them with accurate information to enhance their holiday. Tourism Ucluelet will be managing Visitor Services for the first time in 2017.

### Key Actions:

### ***Year One (2018)***

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- Maintain visitor services at junction, in partnership with Parks Canada and seasonally at the downtown location, providing wi-fi for visitors once they arrive on the west coast
- Apply for federal summer employment
- Train up to 4 visitor centre summer students and staff
- Launch mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society:
- Pacific Rim Whale Festival
- Edge to Edge marathon
- Van Isle 360 Yacht Race
- Canada Day Celebrations
- Ukee Days
- Pop up Visitor Centre at Amphitrite Lighthouse
- Aquarium events on the Promenade
- Sail Past on Whiskey Dock
- Initiate leasehold improvements/upgrades at visitor centre(s); rebranding and enhancing the esthetics of the PRVC in partnership with Parks Canada and Tourism Tofino
- Creating a needs assessment
- Determining areas within the current structure of fee for referral that can be improved on
- Updating Pacific Rim Visitor website to allow for current accommodation availability
- Showcasing local and regional businesses and products to visitors
- Re-engaging businesses not only in Ucluelet, but Tofino, Port Alberni and other communities on the Island that would benefit from promotion in the area
- Engaging visitors through social media regarding current events and activities taking place on the coast
- Shortening wait times for the visitors and alleviate stress on the staff
- Installing interactive tablets for visitors to acquire real-time accommodation availabilities and general information about Ucluelet
- Conducting annual business Familiarization tours in conjunction with Tourism Tofino
- Using on-brand imagery of Ucluelet as well as taking the opportunity to place strategic educational materials in destination
- Engaging the Aquarium and their “Be a Better Beachgoer” educational program

### ***Year Two-Five***

- Maintain visitor services at junction, in partnership with Parks Canada and seasonally at the downtown office
- Apply for federal summer employment
- Train visitor centre summer students and staff

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- Maintain mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Consider improvements/upgrades to mobile visitor centre, if required
- Conduct leasehold improvements/upgrades at visitor centre(s)

### Stakeholder Engagement & Organizational Governance

#### Key Actions:

#### **Year One**

- Complete MRDT application renewal for July 2018
- Complete MRDT reporting requirements (April & October)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuuʷuʷiʷʷaʷ - Ucluelet First Nation, the Yuuʷuʷiʷʷaʷ Government and Yuuʷuʷiʷʷaʷ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders
- Encourage stakeholders to promote, share, link to Tourism Ucluelet marketing materials from their marketing platforms
- Design stakeholder survey for implementation in year two
- Maintain regular communications with District of Ucluelet
- Develop Tourism Ucluelet policy statements on staff housing/short-term nightly rental issue
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

#### **Year Two-Five**

- Complete MRDT reporting requirements (April & October)
- Update strategic/tactical plan, where necessary, annually prior to AGM (Q1)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars
- Build upon engagement/collaboration with Yuuʷuʷiʷʷaʷ - Ucluelet First Nation businesses and the Yuuʷuʷiʷʷaʷ Government
- Maintain regular communications with tourism business stakeholders
- Conduct stakeholder survey
- Maintain regular communications with District of Ucluelet

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	<ul style="list-style-type: none"> <li>• Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.</li> <li>• Tourism Ucluelet Advocacy priorities:</li> <li>• Staff housing challenges</li> <li>• Short-term rental compliance and MRDT collection</li> <li>• Municipal &amp; Regional District Tax (MRDT) program</li> <li>• Resort Municipality Initiative (RMI) program</li> <li>• Develop additional Tourism Ucluelet policy statements on labour shortages, Municipal &amp; Regional District Tax and Resort Municipality Initiative</li> <li>• Conduct Board Governance workshop</li> <li>• Establish corporate manuals for board and staff (to ensure continuity with personnel/board changes)</li> <li>• Work with District of Ucluelet on <i>Resort Development Strategy</i></li> <li>• Work collaboratively with the Ucluelet Chamber of Commerce on business issues impacting tourism industry</li> </ul>
<p><b>Brand Positioning</b></p>	<p>Ucluelet is a year-round travel destination that offers picturesque beauty, ancient cedars and spectacular tree-lined horizons along the Wild Pacific Trail. This community has been considered one of Vancouver Island's hidden 'off the beaten path' gems. Ucluelet has been named one of BC's top ten small towns and offers an endless range of outdoor activities. Affectionately known as Ukee, the town is friendly, and welcoming.</p> <p>The streets are lined with appealing hotels, restaurants, B&amp;Bs, and artisan shops; while the surrounding area offers wonderful opportunities for wildlife-viewing, hiking, biking, kayaking, surfing and more.</p> <p>Ucluelet is a flourishing community that thrives on outdoor recreation and eco-tourism. It is surrounded by the 150,000 acres Pacific Rim National Park Reserve, with the Broken Group Islands to the South and Long Beach to the North. Ucluelet is a great base for taking on all that the West Coast has to offer.</p>
<p><b>Target Markets</b></p>	<p>Ucluelet currently experiences a high season between mid-May and mid-September and non-peak season from late September to early May. The marketing focus will be on the non-peak season, targeting the following visitors:</p> <p><u>Primary Geographic Target Markets</u></p> <ul style="list-style-type: none"> <li>• Rubber tire markets of Vancouver, Victoria, Pacific Northwest USA and Calgary/Edmonton</li> </ul> <p><u>Secondary Geographic Target Markets</u></p> <ul style="list-style-type: none"> <li>• Longer-haul markets in partnership with Destination BC</li> </ul>



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### Primary Visitor Demographic – shoulder and off season

- Couples on weekend getaways – seeking relaxing retreat in natural setting
- Active travellers, year-round – seeking extended stays and soft adventure
- Young and active – prefer quantity of experiences over quality of accommodation/food
- Corporate and incentive, year-round
- Weddings, retreats, small conferences

### Secondary Visitor Demographic

- Families, school holidays and summer – currently represents majority of peak season revenue for most Ucluelet operators

The geographic markets outlined above provide the first level of segmentation used to target consumers. Destination Canada's [Explorer Quotient \(EQ\)](#) program provides insights into travel behavioural profiles, activities that inspire travel, and the motivations, dreams and passions of target consumers. EQ goes beyond traditional market research of defining people. It looks deeper at individuals' personal beliefs, social values and views of the world to learn exactly why different types of travellers seek out entirely different travel experiences.

Ucluelet's unique array of experiences match with two of the three current target short-haul drive markets of Destination BC. As the DBC strategy states: one third of BC trip takers are Gentle Explorers, 18% are Authentic Experiencers and 12% are Free Spirits. Almost all associate BC with scenery and outdoor activities and express an emotional connection to BC's natural environment. Destination BC's longer-haul fly markets are made up of Gentle Explorers (28%) among BC visitors, followed by Authentic Experiencers (24%) and Free Spirits (22%).

Source: [strategy.destinationbc.ca/where-we-will-focus/our-consumer-segments/target-consumer-profiles/](http://strategy.destinationbc.ca/where-we-will-focus/our-consumer-segments/target-consumer-profiles/)

### Explorer Quotient (EQ) Segments

Tourism Ucluelet's target visitors match the following EQ segments:

- *Authentic Experiencers* are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Ucluelet's wilderness and the local community's desire to protect it matches with the Authentic Experiencers concern for the health of the planet and what it means to future generations. Ucluelet's wildlife viewing, Wild Pacific Trail and outdoor adventure opportunities provide ample reasons for this EQ segment to

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visit. Of the 10 most appealing activities for Canadian Authentic Explorers, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, visiting small towns, visiting national parks, seeing beautiful coastlines and beaches, dining at restaurants offering local ingredients. Ucluelet's planned interpretive enhancements at the lighthouse will add another key visitor experience for this visitor segment.

- *Free Spirits* are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experiential and adventurous, they indulge in high-end experiences that are shared with others.

Ucluelet's many available outdoor experiences provide Free Spirits with incredible activities to experience. The scenic beauty of the location provides the ideal backdrop for Free Spirits to share their adventures online, before enjoying high-end accommodations. Of the 10 most appealing activities for Free Spirits, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, national parks, dining at restaurants offering local ingredients and visiting aquariums.

- *Cultural Explorers* are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the place they visit.

In addition to the above-mentioned opportunities that Ucluelet offers, marketing messages will focus on the authentic experience available to visitors. From local restaurants to boutique accommodations, Ucluelet provides a chance to visit the Real West Coast. Of the 10 most appealing activities for Canadian Cultural Explorers, Ucluelet offers several either in the destination or very close by: marine and land-based wildlife viewing, visiting small towns, visiting national parks to view wildlife and/or participate in adventure experiences, dining at restaurants offering local ingredients.

### Overview of Visitors Experiences in Ucluelet

- **Touring & Exploring** is identified as BC's largest trip motivator. Visitors looking to tour and explore will find Ucluelet offers a welcome coastal retreat at the end of a cross-island journey through old-growth forests along a winding mountain highway
- **Wilderness Comfort** – Ucluelet remains rural, but welcomes guests with quality amenities found next to wild nature
- **Outdoor Adventure** – Ucluelet offers numerous options for those seeking active outdoor pursuits such as hiking along the Wild Pacific Trail, cycling along

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	<p>bike path, fishing charters, kayaking and surfing, as well as exploring the nearby Pacific Rim National Park Reserve</p> <ul style="list-style-type: none"> <li>• <b>Ocean Coastline and Rainforests</b> – a variety of coastal experiences that create return visitation and ideal images for sharing: Wild Pacific Trail, stormwatching, relaxing getaways, pristine and raw natural surroundings</li> <li>• <b>Wildlife viewing</b> – both marine (whales, marine mammals and birds) and land-based (bears, wolves, shorebirds) wildlife viewing is available. Ucluelet also has one of the only catch and release aquariums. This facility allows visitors to get up close and personal with marine life that is normally found off the coast of Ucluelet</li> <li>• <b>Aboriginal Culture</b> – Engage Yuułuʔiłʔatḥ - Ucluelet First Nation, the Yuułuʔiłʔatḥ Government and Yuułuʔiłʔatḥ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon</li> <li>• <b>Arts</b> – are always influenced by the the natural surroundings. Painting, carvings, sculpture, crafts, photography; there are multiple galleries in town that offer a host of local one-of-a-kind work</li> <li>• <b>Culinary</b> – A variety of restaurants; cafes, bakeries, diners, micro brewery (fall 2017), casual and highend restaurants, food trucks using local ingredients</li> <li>• <b>Festivals</b> – Ukee days , Edge to Edge Marathon, Pacific Rim Whale Festival, Arts Splash, Summer Festival, Cultural Heritage Festival, Pacific Rim Tea Festival, Canada day, Otalith Music Festival, Sail Past, Midnight Madness, Van Isle 360 (bi-annually). Each festival and event is unique with a local flare</li> </ul>
<p><b>Management, Governance, and Administration</b></p>	<p>The District of Ucluelet is the MRDT applicant. The District contracts the Ucluelet Tourism Association (Tourism Uclulelet) to implement the 5-year Strategic Plan. Tourism Ucluelet was formed in 2015 as a society governed by a board of directors: not less than seven and not more than 10 board members, with four voting board members representing the accommodations collecting the MRDT.</p> <p>Tourism Ucluelet has one full-time Executive Director and contracts services for marketing plan execution, website maintenance, asset collection and social media. The visitor centre staff consists of one full time and one part time staff providing visitor services at the Junction and downtown (seasonally), as well as up to four summer students starting mid June to the end of August.</p> <p>In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsibility of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and</p>

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	<p>Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office. After review of the Chamber’s strategic plan and in consultation with the District of Ucluelet, it was decided that Visitor Services would be better suited to fall under the responsibility of Tourism Ucluelet and allow the Chamber to move towards more business to business engagement and development.</p>
<p><b>Sources of Funding</b></p>	<p>Tourism Ucluelet has several funding sources totalling approximately \$542,250:</p> <ul style="list-style-type: none"><li>MRDT – \$357,000</li><li>Visitor Centre funding (Destination BC) - \$37,500</li><li>District of Ucluelet (in-kind) – \$24,000</li><li>Summer Grant programs - \$8,000</li><li>Stakeholder programs &amp; Merchandise - \$47,300</li></ul> <p>In 2016, Tourism Ucluelet leveraged funds by participating in Destination BC cooperative marketing programs with Tofino, Parksville, Port Alberni and the Pacific Rim National Parks Reserve.</p> <p>In 2017, Tourism Ucluelet continued to leverage funds by continuing to participate in the Destination BC cooperative marketing programs and received funding through Visitor Services Network program. Through the District of Ucluelet’s grant in aid program, the rent was waived at the Pacific Rim Visitor Centre. As this is the first year for Tourism Ucluelet managing Visitor Services, the group was able to apply for Canada Summer jobs grants and was successful in its application. Tourism Ucluelet will continue to offer marketing packages to stakeholders for those who would like to be represented in the visitor centre with a small racking fee. Retail merchandise will also be available at the Junction visitor centre to offer visitors who require last minute gifts before they head back to the east side of the Island.</p>

## Section 2: One-Year Tactical Plan with Performance Measures

**Major Category:** Marketing

**Activity Title:** Measurable promotional initiatives that increase length of stay and visitor yield while encouraging return visitation, with a focus on shoulder and off-season.

**Tactics:**

- Engage in Destination BC cooperative program opportunities with neighbouring destinations (Real West Coast campaign)
- Maintain discoverucluelet.com website
- Print advertising
- Digital and social media
- travel media with Destination BC/Tourism Vancouver Island
- Image/video bank enhancement
- Banner program
- Develop plan for weddings, conference and retreats market (determine possible shows, marketing material, etc.)

**Implementation Plan:**

**Description:** Conduct marketing initiatives that increase length of stay, visitor yield, and encourage return visitation.

**Quantifiable objectives:**

- Increase in MRDT, Occupancy and Length of stay
- Increase online and social engagement across all monitored channels

**Rationale:** Tourism Ucluelet's mandate is to promote the destination in partnership with key stakeholders.

**Action Steps:**

- Engage in Destination BC cooperative program opportunities with neighbouring destinations (Real West Coast campaign)
- Maintain discoverucluelet.com website
- Print advertising
- Television and radio
- Digital and social media
- travel media and travel trade with Destination BC
  - media kit development
  - familiarization tours
- Image/video bank enhancement in line with DBC brand standards
  - Curated images in 2015/2016 for the new TU website. Currently have approximately 100 images in the photo bank; mostly landscape, family and activity. More EQ seasonal images are required. Currently have 1 video, 4 commercials, 4 vignettes and raw drone footage.

TU's goal will be to inventory all media and note gaps that need to be filled. Build on current assets

- Banner program – this program will be in collaboration with the District of Ucluelet and the Pacific Rim Arts Society to select the round of artists to contribute
- Support through marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Develop plan for weddings market
  - Determine consumer shows and partners
  - Coordinate and inventory weddings market partners (venues, caterers, etc.)
  - Develop marketing materials
  - Assign budget for year 3 implementation
- Develop plan for conference and retreats market
  - Determine consumer shows and partners
  - Coordinate and inventory conference and retreat market partners (venues, caterers, etc.)
  - Develop marketing materials
  - Assign budget for year 3 implementation

**Potential partnerships:** Tourism Ucluelet stakeholders, Tourism Ucluelet Board of Directors, District of Ucluelet, Ucluelet Chamber of Commerce, Tourism Tofino, Parks Canada, Port Alberni Chamber of Commerce

**Resources:** Budget and Tourism Ucluelet staff/board time

**Sources of funding:** MRDT funding, partner funding

**Responsibilities:** Tourism Ucluelet staff and board

**Timeframe:**

Co-op advertising (Print & Online)

- Adventures Northwest Magazine – Quarterly
- Coast Mountain Culture magazine – Winter and summer
- Times Colonist full page advertorials; Nov, Dec, January, February
- Vancouver Island Touring and Exploring Guide 2018-19
- Tourism Vancouver Island cooperative marketing programs – Fall 2017
- Destination BC cooperative marketing program – November 30

**Website**

- Newly launched in 2017: discoverucluelet.com
- Key visitor planning tool
- Continual updates with new and pre-existing stakeholders
- Heavy online marketing and Google ad words it increase standing to page 1

**Banner Program**

- Change every three years
- Collaborate with Pacific Rim Arts Society and District of Ucluelet
- Ensure banners will always be bright and depict the community in a whimsical yet respectful way

**Social Media & Digital advertising**

- Ongoing content creation and hosted influencer participation on Facebook, Instagram, Twitter, YouTube

**Media Relations**

- FAM support as requested, in partnership with Destination BC/Tourism Vancouver Island
- Story development, media outreach, itinerary development, hosting and fact checking – ongoing
- Ucluelet is too small on its own to attend Media Trade Shows. Support Tourism Vancouver Island staff to attend Canada's West Market Place and Rendezvous

**Consumer shows**

- Toronto, Vancouver and Calgary Adventure Travel Show

**Print materials and racking**

- Create Ucluelet Discovery Guide
- Tear Off map with updated membership listing
- Generate rack material for other Visitor Centres
- Real West Coast material, as required

**Weddings/Conferences/Retreats market plan**

- 2018 – develop marketing strategy to implement and grow for 2019 implementation
- Opportunity to build out shoulder and off season

**Budget:**

\$357,900 Marketing

\$21,000 Travel/Meetings/Trade shows

**Evaluation mechanism:** Google Analytics, Hootsuite Analytics, visitor experience survey, individual predetermined seasonal campaign metric

**Performance Measures:**Output Measures:

- Types of marketing activities
- Number of event campaigns and results

Outcome Measures:

- MRDT revenues

- Description of social media activities and outcomes
- Number of media placements
- Webpage visits
- Visitor inquiries/calls
- Occupancy rate in shoulder seasons, as measured by participating accommodations
- Average length of stay, as measured by participating accommodations
- Social media engagement
- Marketing initiative tracking (calls to action) from cooperative marketing activities

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**Major Category:** Visitor Services**Activity Title:** Increasing visitor touchpoints and encouraging increased length of stay, visitor yield and satisfaction.**Tactics:**

- Maintain seasonal visitor services at junction, in partnership with Parks Canada and downtown
- Apply for federal summer employment
- Train up to 6 visitor centre summer students and staff
- Launch mobile visitor centre tent at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Initiate leasehold improvements/upgrades at visitor centre(s)
- Revenue plans – increase stakeholder engagement with dynamic marketing packages, maintain desirable merchandise on site, continue applying for DBC visitor services and Canada summer jobs grants, engage neighbouring DMOs for support that directly benefit from the Pacific Rim Visitor Centre

**Implementation Plan****Description:** Plan for a new mobile service at the lighthouse while continuing to deliver existing visitor servicing out of current locations.**Quantifiable objectives:**

- Maintain relationship with Tofino and Parks Canada at Junction and downtown Visitor Centres
- Generate revenue/pursue grants to work toward goal of cost-recovery by 2019
- Grow local and regional partnerships represented at visitor centres
- Increase the number of visitor parties by 3% annually

**Rationale:**

In the latter part of December 2016, Tourism Ucluelet was awarded Visitor Services by the District of Ucluelet and the responsible of two visitor centres, the Pacific Rim Visitor Centre located at the junction between Ucluelet and Tofino, as well as, the seasonal office in town located at the Chamber of Commerce office. After a few years of revenue decline, review of the Chamber's strategic plan for the future and in consultation with the District of Ucluelet, it was decided that Visitor Services would be better suited to fall under the responsibility of Tourism Ucluelet and allow the Chamber to move towards more business to business engagement and development.

**Visitor Services Goals**

Tourism Ucluelet's primary goal is to have visitors stay longer, experience new and exciting products our businesses have to offer and make Ucluelet as well as the west coast a positive and memorable experience. The visitor centre plays a vital role in welcoming visitors to the west coast

and providing them with accurate information to enhance their holiday. This requires Tourism Ucluelet to be innovative in its approach to providing the best possible service to our guests. Ucluelet is fortunate to have multiple locations thorough out town that could warrant a more sophisticated mobile building, trailer or vehicle to provide, roaming services not only by the Amphitrite lighthouse, but also by the Aquarium and at events.

The current plan is to use a tent as a pop up centre by the lighthouse in partnership with the Wild Pacific trail society and offer visitor services at one of the trail heads. The lighthouse and lighthouse keepers home were recently acquired by the District of Ucluelet. The lighthouse is over 100 years old and the keepers home is very old as well; these buildings will eventually require extensive renovations before they can be opened to the public.

As for the Visitor Centres, the Pacific Rim Visitor Centre building is currently owned by Parks Canada. Unfortunately, it is an older building which is beginning to show its wear. Parks has maintained it to the best of their ability, but it continually requires patches. Parks recently painted the inside and repaired the roof to stop leaking. At the request of tourism Ucluelet the inside of the centre was reconfigured to allow for a more effective work flow and small amount of merchandise.

The downtown office required some further repair. The roof currently has a leak and was one open space. TU requested that a wall be built to separate Visitor Services and the Ucluelet Chamber of Commerce. This was done to ensure the Chamber had privacy and was not disrupted by the constant flow of visitors coming and going from the building. There is still some further improvement work to be some to ensure a more welcoming environment.

**Action Steps:**

- Maintain visitor services at junction, in partnership with Parks Canada and downtown. The Junction centre is closed from mid November to the end of January for safety purposes. Parks Canada leaves the junction after Thanksgiving weekend and does not return until the beginning of May annually. For the months that the Junction centre is closed visitors are redirected to the Downtown office, Kwisis Centre and the Admin building for Parks, and the Cox Bay centre in Tofino to ensure they still receive information.
- Apply for federal summer employment
- Train up to 6 visitor centre summer students and staff
- Launch mobile visitor centre at lighthouse, and selected events, in partnership with District of Ucluelet and Wild Pacific Trail Society
- Initiate leasehold improvements/upgrades at visitor centre(s)

**Potential partnerships:** Parks Canada Tourism Ucluelet stakeholders, District of Ucluelet, Ucluelet Chamber of Commerce, Wild Pacific Trail Society

**Resources:** Budget and Tourism Ucluelet staff/board time

**Sources of funding:** MRDT funding, partner funding

**Responsibilities:** Tourism Ucluelet staff, Wild Pacific Trail Society

**Timeframe:**

Visitor Centres

- February opening of Junction centre
- January opening of town centre
- July – opening of mobile centre at lighthouse
- June - Edge to Edge Marathon
- July – Canada Day Celebrations, Ukee Days
- December – Aquarium Release day, Sail Past

Visitor Centre staffing

- February – federal grant application due
- May/June – training of staff

Leasehold improvements

- April 2017 – interior wall constructed, office painted

**Budget:** \$109,600 estimated

**Evaluation mechanism:** Visitor Centre statistics, local/regional partnerships represented at the centres

**Performance Measures:**

Output Measures:

- Visitor inquiries/calls
- Description of leasehold improvements

Outcome Measures:

- Visitor parties
- Number of local/regional partnerships represented at centres
- MRDT revenues
- Occupancy rate in shoulder seasons as measured by participating accommodations
- Increase average length of stay, as measured by participating accommodations

**Major Category:** Stakeholder Engagement & Organizational Governance

**Activity Title:** Maintaining strong stakeholder engagement while effectively governing the organization.

**Tactics:**

- Complete MRDT application renewal by November 30 for July 2018
- Complete MRDT reporting requirements (April & October)
- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuułuʔiłʔatḥ - Ucluelet First Nation, the Yuułuʔiłʔatḥ Government and Yuułuʔiłʔatḥ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders:
- Maintain regular communications with District of Ucluelet
- Develop Tourism Ucluelet policy statements
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

**Implementation Plan**

**Description:** Maintain, enhance and cultivate new relationships with stakeholders, community leaders, organizations, First Nations and other industry partners to increase partner engagement, improve the understanding of the DMO role and effectively govern the organization.

**Quantifiable objectives:**

- Successful MRDT funding application and renewal in 2018
- Leverage funds at a minimum of 10% of the MRDT collected over 5 years (~\$7800)
- Succession planning documentation completed by end of 2018
- Increased stakeholder engagement in marketing initiatives and corporate events
- Increased collaboration on development of *Resort Development Strategy* with District of Ucluelet
- Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry

**Rationale:** Tourism Ucluelet has recently made changes to the organization's core activities (taking over management of visitor centre) and recognizes the opportunity to increase the local tourism industry's understanding of its activities and opportunities. In addition, destination development opportunities could be further enhanced by a stronger collaboration with the District of Ucluelet.

**Action Steps:**

- Complete MRDT application renewal by July 2018
- Complete MRDT reporting requirements (April & October)

- Participate in Destination BC cooperative programs with neighbouring communities to leverage marketing dollars (e.g. Real West Coast campaign)
- Engage Yuułuʔiłʔatḥ - Ucluelet First Nation, the Yuułuʔiłʔatḥ Government and Yuułuʔiłʔatḥ - Ucluelet First Nation owned and operated businesses to ensure aboriginal tourism products and services are linked, showcased and future opportunities are collaborated upon
- Maintain regular communications with tourism business stakeholders:
  - send monthly stakeholder e-update
  - maintain stakeholder section of website ([www.discoverucluelet.com/stakeholders](http://www.discoverucluelet.com/stakeholders))
  - design annual stakeholder survey, to begin in 2019
  - share best practice resources designed for tourism business (e.g. [Tourism Business Essentials](#) guides)
  - encourage stakeholders to promote, share, link to Tourism Ucluelet marketing materials from their marketing platforms
- Maintain regular communications with District of Ucluelet:
  - maintain District representation on Tourism Ucluelet board
  - bi-annual Tourism Updates to Mayor and Council
- Develop Tourism Ucluelet policy statements on staff housing/short-term nightly rental issue
- Maintain active membership with provincial advocacy efforts – Tourism Industry Association of BC (TIABC) and BC Destination Marketing Organization Association (BCDMOA) and attend AGMs, conferences, etc.

**Potential partnerships:** Tourism Ucluelet stakeholders, District of Ucluelet, Ucluelet Chamber of Commerce, Parks Canada

**Resources:** Budget and Tourism Ucluelet staff/board time

**Sources of funding:** MRDT funding, partner funding

**Responsibilities:** Tourism Ucluelet staff and board

**Timeframe:**

MRDT reporting requirements

- April – annual report
- November – tactical plan

Destination BC cooperative programs

November – Tourism Ucluelet is not the lead on our consortium applications, but we do review and provide feedback to the plan. Normally any new plans are usually discussed via conference call or in-person meeting at least 3 months in advance of the application being submitted. Remainder of the work is done via conference call and email.

Stakeholder communications

- Monthly stakeholder e-update
- Updates to stakeholder section as required, including copies of monthly e-update

- Stakeholder survey design completed December 2018

District of Ucluelet communications

- Spring – update to District of Ucluelet council
- Fall – update to District of Ucluelet council
- Monthly board meetings attended by District representative

Tourism Industry Association of BC events

- February - [BC Tourism Industry Conference](#) and BCDMOA annual meeting
- Fall – TIABC AGM and BCDMOA meeting

**Budget:** \$567,250

**Evaluation mechanism:** Stakeholder Survey development; stakeholder engagement in Tourism Ucluelet initiatives; open rate of stakeholder e-update

**Performance Measures:**

Output Measures:

- Types of stakeholder engagement initiatives
- Types of collaborative initiatives with partners
- Cooperative marketing program initiatives
- Descriptions of stakeholder communication channels

Outcome Measures:

- Leveraged marketing budget ratio
- Stakeholder engagement in marketing initiatives
- MRDT revenues
- Open rate for stakeholder updates

### Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

#### NOTE to the below budget:

\$92,450 – this amount is a combination of campaigns move to 2018, surplus that was not accounted for in the estimated MRDT, carry over from 2017 and cost recovery to balance the Visitor services budget.

\$25,000 loss noted in the balance – this amount is currently (as at the time of submission of this document) in negotiations with a neighbouring community to assist in the operations of the Pacific Rim Visitor Centre. Should the negotiations not be successful, Tourism Ucluelet will make the appropriate adjustments to the budget to address the potential loss.

<b>2018 Tourism Ucluelet Budget</b>	
<b>Revenues</b>	<b>Budget \$</b>
Carry-forward from previous calendar year (including surplus/reserve)	\$92,450
MRDT (estimated revenues from 5% increase)	\$357,000
Local government contribution (in-kind) No Rent at PRVC	\$0
Stakeholder contributions	\$35,800
Co-op funds received (e.g. CTO; DMO-led projects)	\$0
Grants – Federal (Summer Student Grant)	\$8,000
Grants – Provincial (Visitor Centre Grant)	\$37,500
Grants/Fee for Service - Municipal	\$0
Retail Sales	\$10,000
Interest	\$1,500
<b>Total Revenues</b>	<b>\$542,250</b>
<b>Expenses</b>	<b>Budget \$</b>
<b>Marketing</b>	
Marketing staff – wage and benefits (including Agency of Record)	\$70,000
Media Advertising and Production	\$84,100
Website and Social Media	\$60,000
Brand Asset Acquisition	\$12,000
Travel Media Relations	\$42,000
Travel Trade	\$1,000
Print Collateral Production and Distribution	\$27,800
Marketing Partnerships	\$28,000
Festivals and Events	\$20,500
Consumer shows and events	\$4,500
Travel	\$4,000
<b>Subtotal</b>	<b>\$353,900</b>
<b>Visitor Services</b>	
Visitor Centre staff – wage and benefits	\$87,600
Training	\$3,000
Visitor services activities (Emergency preparedness)	\$1,000
Other (please describe) General operational expenses	\$18,000
<b>Subtotal</b>	<b>\$109,600</b>
<b>Stakeholder Engagement &amp; Organizational Governance</b>	
Meeting Expenses + memberships	\$4,000
Other (please describe) ADR & OCR 3 <sup>rd</sup> party software	\$1,500
<b>Subtotal</b>	<b>\$5,500</b>

<b>Administration</b>	
Management and staff unrelated to program implementation – wages and benefits	\$56,000
Finance staff – wages and benefits (accounting, legal)	\$4,400
Board of Directors costs	\$0
General office supplies	\$7,500
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	\$2,200
Office lease/rent, utilities, insurance, legal, etc.	\$28,150
<b>Subtotal</b>	<b>\$98,250</b>
<b>Other</b>	
All other wages and benefits not included above	\$0
Other activities not included above (please describe) – ADR/OCR software 3 <sup>rd</sup> party	\$0
<b>Subtotal</b>	<b>\$0</b>
<b>Total Expenses</b>	<b>\$567,250</b>
<b>Balance</b>	<b>-\$25,000</b>

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