



SPECIAL MEETING OF COUNCIL
Thursday, December 3, 2020 @ 2:00 PM
George Fraser Room, Ucluelet Community Centre
500 Matterson Drive, Ucluelet

AGENDA

Page

1. CALL TO ORDER

2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY

Council would like to acknowledge the Yuułu?iŋ?ath First Nation, on whose traditional territories the District of Ucluelet operates.

3. NOTICE OF VIDEO RECORDING

Audience members and delegates are advised that this proceeding is being video recorded and broadcast on Zoom and on YouTube, which may store data on foreign servers.

4. ADDITIONS TO AGENDA

5. APPROVAL OF AGENDA

6. PUBLIC INPUT AND DELEGATIONS

6.1. Delegations

Denise Stys-Norman, Executive Director, Tourism Ucluelet
Re: Tourism Ucluelet Tactical Plan

[2021 One-Year-Tactical-Plan - Final](#)

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7. MAYOR'S ANNOUNCEMENTS

8. REPORTS

8.1. Overview of Municipal Budgeting
Donna Monteith, Chief Financial Officer

9. OTHER BUSINESS

10. CLOSED SESSION

Procedural Motion to Move In-Camera:

THAT the meeting be closed to the public in order to address agenda items under Section 90(1)(c) of the *Community Charter*.

11. ADJOURNMENT


One-Year Tactical Plan Template

Designated Recipient: DISTRICT OF UCLUELET
 Designated Accommodation Area: MUNICIPALITY OF UCLUELET
 Date Submitted: DECEMBER 2020
 MRDT Repeal Date: JUNE 2023
 Five Year Period: 2018 – 2023

Section 1: Overview and Update to Five-year Strategic Business Plan	
Heading	Description
Strategic Direction	<p><i>This document presents as a typical annual tactical plan designed in an optimistic view, with the intent to move forward should there be an ability to function in some capacity of normalcy in 2021. Should COVID-19 restrict the ability to execute our plans for in-person workshops, meetings, roaming staff, marketing events or promoting the community as a ideal location for in-person small to medium sized conferences (for 2022), Tourism Ucluelet will adapt accordingly. We will ensure that the organization pivots to continue support for on-line stakeholder programs allowing for continued development and divest funds through other channels to maintain market share.</i></p> <p>Vision - Ucluelet shares our environment, history, culture, and heritage with visitors, while enhancing the lives of community members. 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>Mission - 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><i>Tourism Ucluelet has 3 goals:</i></p> <ul style="list-style-type: none"> • Marketing & Promotional Activities • Visitor Services • Stakeholder Engagement & Organizational Governance <p>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.</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Increase in MRDT revenues by 3% annually • Increase occupancy rate in non-peak seasons (September 30 – 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%. <p>Visitor Services Visitor service delivery will focus on increasing visitor touchpoints and encouraging</p>



	<p>increased length of stay, visitor yield and satisfaction.</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Continue to cross support regional partnerships with Tofino and Parks Canada at Junction and downtown Visitor Centres • Generate revenue/pursue grants to ensure cost-recovery for visitor services by 2021 • Grow local and regional stakeholder represented at visitor centres • Increase the number of visitor parties by 3% annually <p>Stakeholder Engagement & Organizational Governance</p> <p>As a Destination Management Organization, maintain strong stakeholder engagement while effectively governing the organization.</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Leverage funds at a minimum of 5% of the MRDT collected over 5 years (~\$20,000 annually) • Succession planning documentation completed • 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 <p>Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry</p>
<p>Key Learnings and Conclusions</p>	<p>Prior to March 2020, Tourism Ucluelet was preparing to hire and implement out new purpose statement along with a brand refresh that was more reflective of our new direction.</p> <p><i>Key Learnings:</i></p> <p>Tourism Ucluelet has established audiences who have fond memories of visiting or living in the area. When Tourism Ucluelet posted asking people to not visit early on in COVID, responses through social channels were positive and protective of the area. People asking others not to visit Ucluelet and keep it safe. These comments revealed a sense of preservation for the area and longing to return.</p> <p>Ucluelet is fortunate to be positioned as a desired destination in the province. Once Phase 3 began, Ucluelet filled up quickly which offered a prosperous summer and fall. We recognize the impact this has had on our businesses and families that rely on tourism to survive, this was not taken for granted as we could have been much worse off.</p> <p>2020 and 2021 will remain unpredictable when COVID remains in the forefront of everyone’s lives. Ucluelet will continue to monitor reports as adapt our fall and winter marketing campaigns in accordance with the direction for our Board, District and PHO’s office.</p> <p><i>Outcomes</i></p> <p>January to March:</p> <ul style="list-style-type: none"> • Completed the stress-free zone campaign. This had gained traction for Tourism



	<p>Ucluelet and has become a recognizable billboard campaign that started in Nanoose Bay on Vancouver Island for 3 years ago which has now diversified into promotional items and merchandise being sold at the Ucluelet Pacific Rim Visitor Centre, located at the junction between Ucluelet and Tofino.</p> <p>April – October:</p> <ul style="list-style-type: none"> • All paid media was turned off, projects stopped, and only organic inspiration images and videos were posted to maintain market awareness and intrigue for when travel could resume. • The Visitor centre was reduced in staff size and adapted to manage visitors within the building. The seasonal visitor centre never opened for 2020, questioning the value of a second seasonal centre in town. Posing the question of what visitor services could look like in 2021. <p>October – December:</p> <ul style="list-style-type: none"> • Hired new agency and conducted our strategic planning session teasing out priorities for the remainder of 2020 and the preparatory work of shifting messaging for 2021. • Paid ads for storm watching resumed at the end of October enticing snowbirds to visit.
<p>Overall Goals and Objectives</p>	<p>Tourism Ucluelet continues to follow the 5-year plan set out during the renewal process, but this past fall the DMO undertook a multi-day strategic planning session to better understand how the organization could serve its function in a more authentic and responsible manner. The goal was to develop a new purpose statement with pillars that would align Tourism Ucluelet’s mandate while remaining respectful to our community, stakeholders and continuing to promote an authentic experience to consumers who identify with the community values.</p> <p>The new strategy statement is, “By 2023 Tourism Ucluelet will lead Ucluelet's vibrant and sustainable tourism industry through industry collaboration, responsible and authentic promotion, visitor and community education, support for community priorities and accountability in our operations.”</p> <p>Tourism Ucluelet will make the shift from destination awareness marketing to campaigns that resonate with like-minded consumers who will travel to the destination and identify with the values of Ucluelet through inspiring stories, messaging and images. By making these changes, the long-term goal is to ensure our community strives for balance, our surroundings remain as pristine as possible, while still welcoming growth and development.</p> <p>Tourism Ucluelet defined three pillars for success to achieve these goals:</p> <ol style="list-style-type: none"> 1. Foundation of Digital Success Seamless connect with consumers and expand the visibility of Ucluelet’s businesses and experiences while demonstrating a ROI. 2. Innovate on Responsible and Authentic Promotion Embody Ucluelet’s unique spirit and charm through innovative promotional campaigns that emphasize authentic and responsible experiences 3. Visitor and Community Education



	<ul style="list-style-type: none"> • Tourism Ucluelet will also move forward to create a network of local and guest advocates who will amplify the Ucluelet message.
Strategies	<p>To achieve these goals, a firm was hired in early Q4 to start developing a sustainable brand and communications plan that will assist in facilitating the brand shift and messaging. Digital, social and storytelling will be the primary focus of our new direction. All the while still producing visually appealing material to like-minded consumers that connect with preservation of the area and environmental stewardship. The ads and messaging will target eco-conscious high-yield consumers who are looking for genuine life-affirming experiences immersed in a pristine part of BC, exposed to nature, wildlife, outdoor adventure tours and culinary experiences.</p> <p>Tourism Ucluelet will also collaborate with the Ucluelet Chamber of Commerce to offer an Ambassador program that will provide training to front line staff sharing to tools to ensure that the new messaging of responsible consumer behaviour is being disseminated as visitors check in. In addition to this program, Tourism Ucluelet will be creating a stakeholder workshop series to help tourism businesses become more digitally savvy and develop additional marketing skills. This will be facilitated by the Ucluelet chamber of Commerce for Tourism Ucluelet.</p> <p>Additionally, the District to Ucluelet will be spearheading the development of a Tourism Master Plan which TU will be heavily participating in over 2021.</p> <p>Tourism Ucluelet will further work with organizations, the District of Ucluelet to ensure that similar messaging is sent to community members through newsletters offering insight to the new practices that the DMO, District and Chamber are aiming to achieve.</p>
Target Markets	<p>Traditionally, Tourism Ucluelet has marketed within and to limited regions outside of the province of BC trying to capture the rubber tire market. Considering the challenges that COVID-19 has created to capture these outside markets, Tourism Ucluelet will continue to be adaptive and abide by the Provincial health orders and limit our marketing to BC only. We will continue to do so until we have been given the permissions from the province to expand our marketing back into other markets.</p> <p>Ucluelet currently experiences a peak season between mid-May to mid October and non-peak season from late October to early May. On average visitors to the area stay longer than three nights. The marketing focus will be on the non-peak season (mid-October to the beginning of May) and extending the number of nights from three to four. The tactics will target the following visitors:</p> <p><u>Primary Geographic Target Markets</u></p> <ul style="list-style-type: none"> • Rubber tire markets of the lower mainland, Vancouver Island, Pacific Northwest USA and Calgary/Edmonton <p><u>Primary Visitor Demographic – shoulder and off season</u></p> <ul style="list-style-type: none"> • Visitors who are eco-conscious and share the same values as the community • High yield consumers willing to travel to a remote area • Couples on weekend getaways – seeking relaxing retreat in nature • Active travellers, year-round – seeking extended stays and soft adventure • Young and active – prefer quality of experiences from accommodation, food to



	<p>activities</p> <ul style="list-style-type: none"> • Families, school holidays and summer – currently represents majority of peak season revenue for most Ucluelet operators • Corporate and incentive, year-round • Weddings, retreats, small conferences <p><u>Secondary Geographic Target Markets</u></p> <ul style="list-style-type: none"> • Areas of Ontario that resonate with our primary visitor demographic descriptions. • California and longer-haul markets in partnership with Tourism Vancouver Island and Destination BC <p><u>Secondary Visitor Demographic</u></p> <ul style="list-style-type: none"> • <u>Hikers</u> • <u>Mountain bikers</u> • <u>Surfers</u> • <u>Food enthusiasts</u> • <u>Kayakers</u> • <u>Outdoor enthusiasts</u> <p><u>Explorer Quotient (EQ) Segments</u></p> <p>Tourism Ucluelet’s target visitors match the following EQ segments:</p> <ul style="list-style-type: none"> • <i>Authentic Experiencers</i> are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with an interest in understanding the history of the places they visit. • <i>Free Spirits</i> 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. • <i>Cultural Explorers</i> 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. • Ucluelet’s wilderness, scenic beauty, rich history, wildlife viewing, Wild Pacific Trail and outdoor adventure opportunities 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. Free Spirits sense of sharing their adventures online while enjoying the finer aspects of the community provide ample reasons for these EQ segments to 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 and visiting aquariums. <p><u>Overview of Visitors Experiences in Ucluelet</u></p>
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	<ul style="list-style-type: none"> • 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 bike paths, fishing charters, kayaking and surfing, as well as exploring the nearby Pacific Rim National Park Reserve. Final working is being done on the multi-use path that will finally connect Ucluelet to Tofino through the National Park, providing the opportunity for long distance hikes and bike rides in a safe and beautiful manner. Opening spring 2022. Ucluelet will also be adding mountain biking to its list of activities. Trails will begin construction in 2021 to be market ready for spring of 2022. When this opens, Ucluelet will be on of the only locations in Canada that someone can go mountain biking all year round. • Ocean Coastline and Rainforests – a variety of coastal experiences that create return visitation and ideal images for sharing: Wild Pacific Trail, storm watching, relaxing getaways, pristine and raw natural surroundings. • Wildlife viewing – both marine (whales, marine mammals, and birds) and land-based (bears, wolves, shorebirds) wildlife viewing is available. Ucluelet also has the original catch and release aquariums in Canada. This facility allows visitors to get up close and personal with marine life that is normally found off the coast of Ucluelet while learning from the staff through their interpretive programs. ▪ Indigenous Culture – Engage Yuuʔuʔiʔatʔ - Ucluelet First Nation, the Yuuʔuʔiʔatʔ Government and Yuuʔuʔiʔatʔ - Ucluelet First Nation owned and operated businesses to ensure Indigenous tourism products and services are linked, showcased and future opportunities are collaborated upon • Arts – are always influenced by 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 • Culinary – A variety of restaurants; cafes, bakeries, diners, distillery (opened early 2018), micro brewery (late fall 2019), casual and high-end restaurants, food trucks using local ingredients <p>Should events be allowed to restart in some in-person capacity for 21021, Tourism Ucluelet will ensure support to these festivals and events, whether in-kind or otherwise.</p> <p>Festivals & Events – Canadian Surf Nationals, Ukee Days, Edge to Edge Marathon, Arts Splash, Pacific Rim Whale Festival, Summer Festival, Cultural Heritage Festival, Canada Day, Sail Past, Midnight Madness (per-Christmas shop local initiative), Van Isle 360 (bi-annually), Soap Box Derby in the fall, monthly beach clean-ups with Surfrider Pacific Rim as well as guided interpretative walks facilitated by the Wild Pacific Trail Society. These festivals and events are unique with a local flare</p>
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Section 2: One-Year Tactical Plan with Performance Measures

Major Category: Marketing

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

Tactics:

- Marketing Firm
- Digital and social media (channels all Tourism Ucluelet not DiscoverUcluelet except for the website)
- Creation of a new website using discoverucluelet.com URL
- Travel media with Destination BC/Tourism Vancouver Island
- Travel Trade in collaboration with communities on Vancouver Island
- Broadcasting
- Ambassador Program

Collaborating with organizations to help promote environmental stewardship

Implementation Plan:

Description: Conduct marketing initiatives that showcase authentic and life-affirming experiences while increasing consumer awareness of environmental stewardship, length of stay, visitor yield, and encouraging return visitation.

Quantifiable objectives:

- Increase in MRDT, Occupancy and Length of stay
- Increase online and social engagement across all monitored channels
- Development and implementation of a sustainable communication plan

Rationale: Tourism Ucluelet’s mandate is to promote the destination in partnership with key stakeholders, while providing a seamless connection with consumers and expanding the visibility of Ucluelet’s businesses as well as experiences while demonstrating an ROI. As Tourism Ucluelet moves forward to implement our new sustainable tourism strategy, until otherwise indicated, all messaging for 2021 will have COVID-19 safety messaging integrated into all ads to ensure responsible travel continues.

Action Steps:

- Marketing agency will begin implementing new brand refresh strategy that will be focused on mindful, responsible and sustainable travel efforts.
- Engage in Destination BC cooperative program opportunities where available (BC Fishing)
- Build new website that is more reflective of Tourism Ucluelet’s new direction.
- New asset development that is reflective of the new direction and in-line with DBC brand standards
- Digital and social media
- Asset development for new mountain biking sector
- Rich content development for new website, blogs, newsletters
- travel media independent and in collaboration with Tourism Vancouver Island and Destination BC
- familiarization tours
- Stakeholder, consumer and Local newsletter program
- Travel trade consortia with Tourism Vancouver Island and Greater Destination Victoria
- Support to not-for-profits through marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience while in Ucluelet
- Expand plan for weddings, conference, and retreat market that coincide with Provincial Health Office



recommendations

- Coordinate and inventory businesses who already conduct themselves as environmental stewards
- Develop marketing materials for stakeholders with new messaging to share with travelers
- Monitor stakeholder and resident sentiment

Short Description:

Potential partnerships: Tourism Ucluelet stakeholders, Tourism Ucluelet Board of Directors, District of Ucluelet, Ucluelet Chamber of Commerce, Tourism Tofino, Parks Canada, Tourism Vancouver Island, Surfrider Foundation Pacific Rim, Destination BC, Ucluelet Aquarium, Wild Pacific Trail, Thornton Creek Hatchery, Ucluelet Mountain biking association and BC Mountain Biking Association

Resources: Budget and Tourism Ucluelet staff

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff

Timeframe: will roll out over the course of 2021

Co-op advertising (Print & Online)

- Destination BC cooperative marketing program – BC Fishing (early spring)

Website

- New website being built for 2021
- Will include new content around responsible travel
- Content rich stories
- Continue to monitor and adapt our SEO
- New itineraries and blog posts
- Continual updates with new and pre-existing stakeholders
- Online marketing and Google ad words

Social Media & Digital advertising

- Ongoing through social media channels with programmatics, google adwords
- Ongoing content creation and hosted influencer participation on Facebook, Instagram, Twitter, YouTube
- Consumer E-Newsletters
- Podcasts may be developed to assist with the visually impaired as well as another method of storytelling

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
- Travel Trade consortia with Victoria and Tourism Vancouver Island

Print materials and racking

- Tear away map with updated membership listing (summer)

Sustainable Brand & Communications Plan

- Focus around mindful, authentic, and responsible travel
- Increase word of mouth referrals to Ucluelet



- Strategy to target like minded value-based travelers to the area
- Work with local societies who focus on environmental stewardship to assist with language to educate visitors on how to be a responsible traveler.

Budget: \$320,100

Evaluation mechanism: Google Analytics, SEO, Later, AirDNA, Facebook manager, community and stakeholder survey, individual predetermined seasonal campaign metric, STR Report (Occupancy and average daily rates), EV station data collection, waste management reports, Reporting from Wildlife organizations (the Hatchery) to determine improvement in visitor behaviour

Performance Measures:

(Stakeholder interests/engagement due to perceived success of campaigns)

Output Measures:

- Types of marketing activities
- Number of event campaigns and results
- Description of social media activities and outcomes
- Stakeholder engagement for campaigns
- Number of media placements
- Webpage visits
- Visitor inquiries/calls
- surveys

Outcome Measures:

- MRDT revenues
- Occupancy rate in shoulder seasons, as measured by participating accommodations
- Average length of stay, as measured by participating accommodations
- Social media engagement
- Email program – number of subscribers
- Ads performance measurements
- Conversion and CTR rates
- Marketing initiative tracking (calls to action) from cooperative marketing activities
- EV station data
- Waste management reports
- Positive behaviour shifts at key attractions



<p>Major Category: Visitor Services</p>
<p>Activity Title: Increasing visitor touchpoints and encouraging responsible travel while in the area, increased length of stay, visitor yield and satisfaction.</p>
<p>Tactics:</p> <ul style="list-style-type: none"> ▪ Maintain primary visitor services at junction – Pacific Rim Visitor Centre, in partnership with Parks Canada, Ucluelet and Tofino stakeholders as well as the downtown seasonal office ▪ Apply for federal summer employment funding ▪ Train up to 6 visitor centre summer students and staff ▪ Collaborate with Ucluelet Chamber of Commerce to deliver an Ambassador Program to deliver community knowledge and customer service training to front line staff in the hospitality industry, eventually rolling it out to community member who would like to volunteer ▪ Develop a more effective roaming visitor services plan for summer ▪ Initiate minor leasehold improvements/upgrades at visitor centre(s) ▪ Continue to improve accessibility options at the Visitor centres and work with the District on the improvement of accessibility throughout Ucluelet ▪ Install wayfinding maps throughout town ▪ Move towards a further enhanced digital platform that can help the visitors services staff offer efficient and timely information, especially during peak season • Revenue plans – increase stakeholder engagement within Ucluelet and surrounding communities with dynamic marketing packages, maintain desirable merchandise on site, continue applying for DBC visitor services and Canada summer jobs grants, engage neighbouring DMO's to cross promote businesses and activities
<p>Implementation Plan</p> <p>Description: Plan for roaming staff at key iconic locations throughout Ucluelet while continuing to deliver existing visitor servicing out of current locations.</p> <ul style="list-style-type: none"> • Generate revenue/pursue grants to work toward goal of cost-recovery by 2023 • Grow local and regional stakeholders represented at visitor centres • Increase the number of visitor parties by 3% annually • In light of COVID-19, continue to offer complementary racking services at the Pacific Rim Visitor Centre to Ucluelet businesses <p>Visitor Services Goals</p> <p>Tourism Ucluelet's primary goal is to have visitors stay longer, experience new and exciting products our businesses have to offer and ensure visitors leave having a life-affirming experience while on the west coast. The visitor centre plays a vital role in welcoming visitors to the west coast and providing them with accurate information to enhance their vacation, as well as insight on how to be a responsible traveler. This requires Tourism Ucluelet to be innovative in its approach to providing the best possible service to our guests. In 2021, Tourism Ucluelet will take steps to offer more equitable opportunities for those visitors traveling to the west coast with disabilities. This will ensure that all visitors have barrier-free opportunities to experience what Ucluelet and the West Coast have to offer.</p> <p>Ucluelet is fortunate to have multiple locations through 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. Staff will be equipped with digital devices to find information and dressed in branded vests so visitors know that the staff are part of Tourism Ucluelet.</p>



The downtown office received a small refresh in the spring of 2019 in preparation for the summer season. The office turned into a small pop-up museum with local Indigenous and Japanese artifacts, items that represented our fishing and logging heritage as well as original books from George Fraser a world-renowned horticulturalist who created a hybrid Rhododendron to survive on the west coast of Vancouver Island. A digital historical walking tour was created by a company called On This Spot to assist with expanding our historical representation of the town.

Action Steps:

- Maintain visitor services at junction, in partnership with Parks Canada and downtown seasonal office. The downtown seasonal office will be dependent on the impact of COVID-19. The Junction centre is open all year round except for Christmas and New Years Day. Hours vary depending on season. Parks Canada leaves the junction after Thanksgiving weekend and does not return until the beginning of May annually. The Downtown Visitor centre is open seasonally, typically from mid-June until mid-September. This building is also the Administrative office for the Executive Director.
- Apply for federal summer employment
- Train up to 6 visitor centre summer students and staff
- refine mobile visitor centre in partnership with District of Ucluelet and Wild Pacific Trail Society
- Update suggested itineraries for guest and have on hand for reference
- Have information on hand for mindful travel
- Ensure historical walking tour is on website and visible at the centres
- Work with stakeholders to better understand what they offer for visitors traveling with disabilities and generate a list for visitor centre and stakeholder staff as well as posting on our website

Potential partnerships: Parks Canada, Tourism Ucluelet and Tofino stakeholders, District of Ucluelet, Ucluelet and Tofino Chamber of Commerce, Wild Pacific Trail Society, Ucluelet Historical Society and the George Fraser Society, regional businesses outside of the Pacific Rim region.

Resources: Budget and Tourism Ucluelet staff

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff

Timeframe:

Visitor Centres

- Pacific Rim Visitor Centre at the Junction between Ucluelet and Tofino; open all year round
- Mid June opening of downtown centre
- March – Pacific Rim Whale Festival, Spring Break and Art Splash
- April – Surf Nationals,
- Spring - Cultural Heritage Festival
- July – Canada Day Celebrations, Ukee Days, Summer Festival
- October - Edge to Edge Marathon
- December – Aquarium Release day, Sail Past

Visitor Centre staffing

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

Budget: \$111,500

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

**Performance Measures:**Output Measures:

- Visitor in person inquiries/calls/emails
- Roaming staff
- Itinerary requests
- Website accommodation inquiries

Outcome Measures:

- Monthly Visitor numbers
- Number of engagements by roaming staff
- Number of local/regional partnerships represented at centres
- MRDT revenues
- Increase average length of stay through occupancy rate in shoulder seasons as measured by participating accommodations
- CTR on apps and information through the website

Major Category: Stakeholder & Community Engagement, as well as Organizational Governance

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

Tactics:

- Participate with organizations who have developed environmental stewardship programs
- Complete MRDT reporting requirements (April & November)
- Participate in Destination BC cooperative programs to leverage marketing dollars (BC Fishing campaign)
- Engage Yuułuʔiłʔatḥ - Ucluelet and Toquart First Nation, the Yuułuʔiłʔatḥ and Toquart Government as well as Yuułuʔiłʔatḥ - Ucluelet and Toquart First Nation owned and operated businesses to ensure Indigenous 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
- Maintain regular communications with Ucluelet Chamber of Commerce
- Member of the Ucluelet Emergency Operations Centre (EOC)
- Member of the Ucluelet COVID Recovery Task Force
- Director on the BCDMOA Board of Directors
- Create open dialog with locals and develop advocates/ambassadors
- Develop Tourism Ucluelet policy statements
- Attend professional development programs to ensure, Board of Directors and staff are up to date on responsibilities to the Organization
- 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.
- Attend Tourism Vancouver Island Leadership Council meetings

Implementation Plan

Description: Maintain, enhance and cultivate new relationships with stakeholders, community members and 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:

- Leverage funds at a minimum of 10% of the MRDT collected over 5 years (~\$7800)
- Succession planning documentation completed by end of 2021
- Increased community engagement to share the same message to consumers; how to be a responsible traveller while on the west coast (ie the Hatchery and bear interaction)



- Increased stakeholder engagement in marketing initiatives
- Increased collaboration on *Resort Development Strategy* with District of Ucluelet
- Develop Tourism Ucluelet policy statements on key issues affecting local tourism industry
- Participation in the Tourism Master Plan development process

Rationale: Tourism Ucluelet will be expanding its staff to assist in the implementation of additional projects and our new sustainable communication plan. Ucluelet is in a unique position to educate our visitors on best practices when coming to the west coast, but in order to do this effectively, there needs to be one message shared by the local community members and businesses. Further collaboration with the District of Ucluelet and the Ucluelet Chamber of Commerce ensure this message is reached to all facets of the community.

Action Steps:

- Complete MRDT reporting requirements (April & November)
- Participate in Destination BC cooperative programs leverage marketing dollars (Fishing BC)
- Engage Yuuʷuʷiʷaṭṭ - Ucluelet and Toquart First Nation, the Yuuʷuʷiʷaṭṭ and Toquart Government and Yuuʷuʷiʷaṭṭ - Ucluelet and Toquart First Nation owned and operated businesses to ensure Indigenous tourism products and services are linked and showcased as well as future opportunities are collaborated upon
- Provide stakeholder support to Remarkable Experiences program when in area
- Hold an open house for community to learn more about Tourism Ucluelet and its goals

- Maintain regular communications with tourism business stakeholders:
 - send monthly stakeholder e-update
 - maintain stakeholder section of website (www.discoverucluelet.com/stakeholders)
 - send annual stakeholder survey
 - share best practice resources designed for tourism business
 - encourage stakeholders to promote, share, link to Tourism Ucluelet marketing materials from their marketing platforms
 - send annual report to community

- Maintain regular communications with District of Ucluelet:
 - maintain District representation on Tourism Ucluelet board
 - bi-annual Tourism Updates to Mayor and Council
 - attend bi-annual Societies meeting with District, Mayor and Council as well as all other Societies in Ucluelet
 - Continue participating in the EOC and COVID recovery Task force

- Maintain regular communications with Ucluelet Chamber of Commerce
 - Maintain Chamber representative on Tourism Ucluelet board
 - Maintain stakeholder support and unification on subjects that impact the tourism business community
 - Provide stakeholder support through workshops aimed at enhancing digital awareness and marketing acumen
 - Support the further development of an on-line version of the Ambassador program
- 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, societies in Ucluelet that have like-minded approaches to environmental stewardship, Destination BC Visitor Services Network and Learning Academy



Resources: Budget and Tourism Ucluelet staff

Sources of funding: MRDT funding, partner funding

Responsibilities: Tourism Ucluelet staff

Timeframe:

MRDT reporting requirements

- April – annual report
- November – tactical plan

Destination BC cooperative programs

Tourism Ucluelet is not the lead on our consortium partnerships. Due to the remoteness of our location and the group Tourism Ucluelet partners with, any new plans are usually discussed via conference call in advance of the application being submitted. Once the application is approved, all 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
- Annual Stakeholder survey
- Annual Open house for local community members

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: \$643,100 (this does not include the Affordable Housing OAP contributions)

Evaluation mechanism: Stakeholder Survey development; stakeholder engagement in Tourism Ucluelet initiatives; open rate of stakeholder e-update, community attendance at annual open house

**BUDGET 2021**

Revenues	2021 budget
Carry-forward from previous calendar year (surplus/reserve)	342,500
MRDT	197,000
MRDT from online accommodation platforms (estimated)	55,000
MRDT Subtotal	594,500
Local government contribution	-
Stakeholder contributions (i.e. membership dues)	6,700
Co-op funds received (e.g. DBC Coop; DMO-led projects)	-
Grants – Federal (pending application approval)	-
Grants – Provincial (visitor Services funding)	50,000
Grants/Fee for Service - Municipal	-
Retail Sales	8,000
Interest	1,000
Other	7,000
Total Revenues	667,200
Expenses	
Marketing	
Marketing staff – wage and benefits (including AOR)	68,500
Media advertising and production	28,600
Website - hosting, development, maintenance	104,000
Social media	68,000
Consumer Shows, events	-
Collateral production, and distribution	2,000
Travel media relations	10,000
Travel trade	-
Consumer-focused asset development (imagery, video, written content)	39,000
Subtotal	320,100
Destination & Product Experience Management	
Destination & Product Experience Management Staff – wage and benefits	
Industry development and training	32,000
Product experience enhancement and training	10,000
Research, evaluation, and analytics	5,000
Other (please describe)	
Subtotal	47,000
Visitor Services	
Visitor Services activities	111,500
Other (please describe)	
Subtotal	111,500
Meetings Conventions, Events & Sport	
Meetings, conventions, conferences, events, sport, grant programs, etc.	35,000
Subtotal	35,000
Administration	
Management and staff unrelated to program implementation – wages and benefits	77,000
Finance staff – wages and benefits	11,000
Human Resources staff – wages and benefits	2,000
Board of Directors costs	-



Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	13,200
Office lease/rent	15,000
General office expenses	27,400
Other (please describe) - TRAVEL	3,000
Subtotal	148,600
Affordable Housing	
General MRDT revenues	-
Revenues from online accommodation platforms (estimated)	-
Subtotal	
Other	
All other wages and benefits not included above	
Other activities not included above (please describe) Professional Development for FT staff and BOD	5,000
Subtotal	5,000
Total Expenses:	667,200
BALANCE	\$0