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H

ornby Island

Year one annual business plan

A sailboat in the water

Description automatically generated with low confidence

Prepared for:

**Destination B.C.**

Prepared by:

**Hornby island Community Economic Enhancement Corporation**

November 29, 2022

# One-Year Tactical Plan Template

**Designated Recipient:**  Hornby Island Community Economic Enhancement Corporation **Designated Accommodation Area:**  Hornby Island **Date Prepared:**  November 29, 2022 **MRDT Repeal Date:**  **Five Year Period:**  2022-2027

Introduction

On the tourism front, Hornby Island is very fortunate to be blessed with a mild climate, beautiful beaches, and a local population that has successfully established parklands and put in safeguards to preserve the natural beauty of the Island.

Added to the natural attractions, are a vibrant music and arts community, an ever-evolving excellent culinary sector, a full range of beverage tasting rooms, and ready access to outdoor recreational activities.

All of this within an easy commute from the B.C. lower mainland and communities on Vancouver Island.

In the 1980’s advertisements for Hornby Island called it “the Crown Jewel of the Gulf”, “the Undiscovered Island”, and “the Hawaii of Canada”. Now renowned for its natural beauty and cultural richness, and safe environment, people are flocking to Hornby as a place to live in retirement, as a place to have a second home, and friends and families flock to Hornby for their summer vacations.

The Tribune Bay Outdoor Education Centre brings 3000 students/year and introduces them to the joys of Hornby. Several fair-sized campgrounds have been in operation for over 30 years and bring thousands of campers to the island each year, with many repeat visitors (and indeed many residents had their start in the campsites).

Real estate prices have risen drastically. Hornby is caught in a vise, the “season” is so short that neither staff, nor employers, find themselves financially able to acquire property nor invest in staff accommodation. Many workers are living in trailers, campers, vans, tents…placed in a friend’s yard, in public parking areas, at beaches, at the ends of roads and wherever space can be found.

In the July 2021 stakeholder consultation survey conducted by Stormy Lake Consulting, 264 respondents (with a 78% completion rate), affirmed the priority of finding workforce housing. 70% of the responding business agreed or strongly agreed that workforce housing is the priority for the funds, another 10% were neutral. The Arts are a significant sector in our economy, and in that category, 72% identified affordable housing as their priority, with another 10% neutral. With this endorsement, of 70-80% of the stakeholders, the top category for the MRDT monies is clearly Affordable Housing.

As a community, we are looking for solutions.

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| **Section 1: Overview and Update to Five-year Strategic Context** | |
| **Heading** | **Description** |
| **Strategic Direction** | **Hornby Island MRDT 5 Year Strategic Plan identified priorities:**  1. Affordable and sustainable housing for seasonal workers 2. Identify the tourism carrying capacity of Hornby Island 3. Visitor education 4. Shoulder and off-season marketing 5. Responsibility for maintaining administration and reporting of the MRDT program |

Affordable and sustainable housing for seasonal workers

### Conduct a housing needs assessment and feasibility study for an affordable housing initiative.

Hire a consultant to conduct a needs assessment and feasibility study. Ensure primary research is undertaken during this study to consult public stakeholders including tour operators, employees, residents (see below), partners, government. **More on housing in Appendix 1.8 of our application, and on page 27 of this Strategic Plan.**

### Ongoing community support

Maintain ongoing communication to residents through appropriate communications channels and partners about the initiative as it unfolds. This can include updates in the HICEEC monthly newspaper and Hornby Island Residents and Ratepayers meeting reports. With over 3000 members each, there are two local Facebook pages that have a wide reach. HICEEC meets regularly with local business owners and accommodation providers. HICEEC also partners with local stakeholders through their advertising venues – [www.hornbyisland.com](about:blank) and the annual production of the Hornby Denman Visitor Guide.

### Identify additional grants to leverage

Identify federal and provincial grants to support affordable housing

Carrying capacity

Conduct a carrying capacity study

Engage a consultant to conduct a thorough assessment of the Hornby Island across all four seasons. This will include – but not be limited to:

* Accommodations
* Transportation, which includes ferry capacity and service levels
* Park uses
* Trail use
* Food and beverage
* Moorage
* Island infrastructure, including water and septic services

Ongoing communication with the community will be essential

Visitor education

### Create a virtual “responsible tourism guide”

This can be conducted two ways:

1. An interactive page hosted on the Hornby Island website and featured on the landing page. A downloadable PDF is also available for those wanting to read it in static text and save to their device for future reference. Once developed, create a QR code that links to this page of the website. Use the QR code in high-traffic, enroute or in-destination visitor marketing materials such as Hornby Island Visitor Guide, ferry signage. Disseminate to partners, such as accommodation providers and encourage them to share with their guests.
2. Investigate developing an app for visitors to download which includes this guide along with other important information (i.e., water mitigation education, seasonal notifications), day-trip itineraries (see below), map of the island, etc.
3. 4 V.I. has been approached to contract this work and discussions are being carried forward into 2023.

### Incorporate water use mitigation education into signage & marketing materials

Focus on signage on the ferry to/from Hornby Island as well as in-destination that has high visitor traffic such as the Hornby Island Bus, accommodations, park and beach facilities, and on the ferry to/from Hornby Island.

Highlight this in the Hornby Denman Visitor Guide.

Shoulder and off-season marketing

### Build “experience bundles” of available off-season product

Create 5 self-guided, day-trip itineraries for visitors. Some of the itineraries can be themed to one aspect of Hornby Island (i.e., adventure or health & wellness) while others can feature aspects of all Hornby Island has to offer (i.e., ocean-based, land-based, art, food). These itineraries will live on Hornby Island tourism website with optional PDF downloads so visitors can print or access them on their mobile devices even without Wi-Fi service. Businesses should be educated on these offerings, including accommodations, so they can direct and speak to them should visitors inquire about things to do during their visit.

Using these bundles, create a “Authentic Hornby” self-guided tour highlighting the arts and cultural experiences. Use online channels to market to active-lifestyle authentic experiencers aged 50+ in the Lower mainland and on Vancouver Island. The best channels for marketing to this audience are Facebook, Google, YouTube and traditional online ads (banner, big box, etc.). Videos work well, especially if they include detailed information.

### Promote weekend getaways to Vancouver Island residents

Through Facebook and online ads, remind Vancouver Island residents—located within 3-hours driving distance—of Hornby Island and promote weekend getaways. These should be developed for last-minute travelers looking to escape within 1-2 weeks.

### Develop a signature shoulder season event or festival with activities. Promote to locals and invite visitors.

To showcase the shoulder seasons in Hornby Island and encourage visitation, develop a signature event or festival in fall and spring.

Fall – Around thanksgiving, host a weekend food festival celebrating the agricultural bounty and culinary innovators of Hornby Island and Vancouver Island. A special farmers market could feature local farmers and food and beverage artisans. Local restaurants could be encouraged to participate by sourcing local ingredients and food products to create a special feature dish over the weekend. Participants would be encouraged to try as many special dishes as possible.

Spring – To welcome spring on the island and demonstrate support for environmental protection, host a Hornby Island Earth Day Festival in Tribune Bay on April 23. Showcase local Vancouver Island speakers and activists on a stage; provide booths for local businesses with an environmental message to sell merchandise and provide information; organize a beach clean-up; offer a beach yoga class; offer live music, food & beverages.

Alternatively, to support local organizations that have capacity to initiate, and implement, a significant off-season event. Initial discussions are underway with Hornby Arts to revitalize a Spring Hornby Film Festival. This is an event that had strong attraction when it was last held in 2019. The second “annual” was planned to be held in late March/20, and was cancelled due to COVID at the last minute. A local part-time resident is a producer in the film industry and has the contacts to attract top Canadian producers and films for screening to this event. This caliber of event takes time to put together. The discussions underway are financial sponsorship for the Festival in late March of 2023, or a more significant contribution to “reboot” in 2024.

### Develop shoulder season assets

Shoulder season asset development, with an emphasis on spring and fall, will build an inventory of professional year-round video and photographic materials that will be used by HICEEC for marketing purposes and will be made available to local businesses. Building a strong asset library is essential to fuel online, social, and traditional media. Diversity of shots is recommended (i.e., landscape and people; day and night; indoors and outdoors; varying weather)

**Use what is here now**

In 2014 Cadence Strategies was engaged by HICEEC to investigate Shoulder Season development. A key strategy identified was to create a series of themed packages leveraging experiences that are already available and/or open for business during May/June/September. For example

* + Food and Wine
  + Mountain biking
  + Hiking, boating and wildlife viewing
  + Art on Hornby
  + Wellness including yoga retreats and body work
  + Relaxation
  + Learning on Hornby
  + Music events

**Administration**

Responsibility for maintaining administration and reporting of the MRDT program

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

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

**Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.**

* 1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

* + - Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
    - Website - Hosting, Development, Maintenance
    - Social Media Management Platforms and Tools (i.e. Hootsuite)
    - Consumer Shows and Events
    - Collateral production and distribution
    - Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
    - Travel Trade (for example: trade FAM hosting/support, etc.)
    - Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
    - Other.

Destination and Product Experience Management, which may include:

* + - Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
    - Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
    - Research, Evaluation, and Analytics
    - Other.

Visitor Services, which may include:

* + - Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
    - Other.

Meetings, Conventions, Events and Sport:

* + - Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

* + - Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
    - Please complete and attach Appendix 1.8.

Other:

* + - Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.
  1. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
  2. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.

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| **Major Category:** Research and Evaluation |
| **Activity Title: Sustainable Tourism Growth:** Carrying Capacity |
| **Tactics**:   * Hire a consultant contractor to complete a report, after a thorough assessment of the carrying capacity of Hornby Island across all four seasons. This will include – but not be limited to: * Accommodations * Transportation and ferry service * Park uses * Trail use * Food and beverage * Moorage * Water & septic |
| **Implementation Plan**:   * **Description**: * To identify and provide better tools for measuring the comfortable number of people living/visiting the Island at one time, as identified for the 4 seasons * To conduct a study using the identified metrics and make recommendations for mitigation of environmental and social impacts, and make suggestions for practical solutions that ensure a sustainable tourism economy * **Objectives**:   + Images and content that meets (explorer quotient) specs, aligns with DBC’s brand for the Gulf Islands * **Rationale**: In order to protect our tourism industry, we do not want to be over capacity and endanger the very things that our visitors are attracted to * **Action Steps**:   + Determine the metrics for evaluation of the categories   + Investigate the current status of each category, as measured against the established metrics   + Review the data and definitively identify a gap/saturation analysis   + If appropriate, make recommendations for mitigation of any saturated areas   + Continue discussions with 4 V.I. regarding industry metrics and identifying consultants that have initiated “Carrying Capacity Studies”. This is a relatively new need in the marketplace, and consultants with some expertise appear to be in short supply.   + HICEEC will continue to work with the Hornby Island Housing Network implementing their report for “social & health determinants” on the Island. Some of the anticipated results will be foundational information for the carrying capacity study. The RFP was completed and a consultant is actively assembling information. The report is due to be released in 2023. * **Potential Partnerships**: * B.C. Ferries, Comox Valley Regional District, Island Trust, Hornby Island Community Economic Enhancement Corporation, Tourism Vancouver Island (4 VI), Destination B.C., Hornby Island Recycling Depot, Hornby Island Parks Committee, Hornby Island “Biffy” committee, campsites on the Island, Hornby Island Short Term Rental Association, Ford Cove Harbour Authority, stakeholders in the tourism industry on the Island including artists’ with studios, Hornby Arts, Festival Society, Hornby Film Festival, Conservancy Hornby Island, Blues Camp, No Horses Jazz Festival, local growers and farm stands, Farmers’ Market, and others in the hospitality and entertainment sectors * **Resources/Funding**: MRDT and community development grants * **Timeframe**: 2023/24 * **Budget**: $11,900.     Total project budget $23,600 (quote Oct. 18/21). A new Request For Proposal will  need to be initiated for this contract work in 2023. The proportion of the 2022  MRDT carryover funds will be allocated, and should provide a cushion for  anticipated higher quotes. |
| **Performance Measures**:   * Completion of the study * Ongoing communication with the community |

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| **Major Category:** Visitor Education |
| **Activity Title:** Create a virtual, responsible tourism guide (RTG) |
| **Tactics**:   * Create a Responsible Tourism Guide with information about the carrying capacity and recommendations for environmentally considerate behaviour expectations * Create a link on the landing page of [**www.hornbyisland.com**](about:blank) to a Responsible Tourism Guide (RTG) * Create a Q.R. code for the RTG for print media publications, including publishing in the Annual Seaside Consortium Visitor Guide * Produce table tent cards to distribute to Hornby accommodation providers and restaurants/tasting rooms directing visitors to the link or QR code * Investigate developing an app for Visitors to download, which includes the RTG as well as helpful visitor information and stops * Integrate the messaging on the social media platforms |
| **Implementation Plan**:   * **Description**:   Hornby Island is often described as “the Hawaii of Canada”. With the amplification of marketing  messaging through the internet and social media, many residents feel that Hornby has reached  capacity, in terms of the number of summer visitors, to the Island. We are no longer “an  undiscovered island”. While appreciating the contributions that tourism makes to the local  economy, and the financial viability of Island businesses, artists, farmers, etc., concerns have been  expressed regarding water usage, septic capabilities, noise, parking congestion, line-ups at local  businesses, bottlenecks at the Recycling Depot, and crowded beaches and parks, etc.  With tourism historically as the major economic driver on the Island, these issues must be  addressed, while leaving opportunities for new businesses and working residents to reap rewards  from the buying power of the visitors. While many of the visitors to the Island are travellers  visiting friends or relatives, or are those with summer residences, others may benefit from a  friendly “here’s how to be a good guest” communique. For these guests a “responsible tourism  guide” can help provide the island’s “caring and sharing”, eco-tourism messaging.   * **Objectives**:   Images and content will meet (explorer quotient) specs, and align with DBC’s brand  representing the Vancouver Island and Gulf Islands.   * **Rationale**:   Sustainable tourism delivers a meaningful experience and thus a high degree of  customer satisfaction. A sustainable tourism economy fulfills economic,  environmental, and socio-cultural obligations while generating income, contributing  to employment and economic stability, while maintaining cultural integrity, and    preserving essential ecological processes and biological diversity.   * **Action Steps**:   + Evaluation of other jurisdictions experiences and lessons learned   + Compile current information, with input from community partners, and update the [**www.hornbyisland.com**](about:blank)website landing page   + Produce a printable information packet, and downloadable document   + Set up a QR code for easy access to the information * **Potential Partnerships**: HICEEC, 4 VI, Island Trust, Conservancy Hornby Island, LEAP Solutions, Venture Web, tourism operators, festival/event organizers, BC Ferries * **Resources/Funding**: CRD contributions * **Timeframe**: 2023/24 – ongoing * **Budget**: $5,950. |
| **Performance Measures**:   * Website document clicks/year * Feedback from other jurisdictions, organizations, and tourism operators |

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| **Major Category: Marketing** |
| **Activity Title:** Shoulder and off-season marketing |
| **Tactics:**   * Spring/Fall focus on advertising, events, prizes, giveaways * Collaborate with key partners to enhance distribution of the marketing message * Provide funding for shoulder season Events and Activities |
| **Implementation Plan:**   * **Description:** Sponsorship and support of all aspects of marketing and visitor services for shoulder, and off, season events, festivals, retreats, and cultural experiences. * **Objectives:** * Increase spring and fall visits and property occupancies * Increase retail and studio sales * Encourage enough visitors to keep some hospitality businesses open year round * Support the art and agricultural sectors with clientele and encouragement for purchase decisions * **Rationale:**   In a 2021 rebranding project, the tagline of “Find Your Way” was adopted for our community website**,** [**www.hornbyisland.com**](about:blank)  The balmy climate in the shoulder seasons offer tremendous opportunity for a blend of indoor and outdoor activities. Collaborative collateral will provide information to “find your way”, about the destination, and “find your way” spiritually and physically with attractions, activities, accommodations, culinary experiences, hiking, mountain biking arts, indigenous tourism, healing arts retreats, music events, marine based activities and wildlife viewing, and travelling information to help plan visits to Hornby. Or just walk to beaches and relax.   * **Action Steps:** * In 2020, DBC funding was used to create a media library. This asset development, started to build an inventory of professional video and photographic materials are used by HICEEC for marketing purposes and are available to local businesses. In future years, the MRDT monies will be used to keep update this media library * Due to the small size of the Island, in Year One of the MRDT, monies to develop shoulder   season events will be mainly a flow-through of funds to existing tourism contributing  organizations, on a grant application basis   * All organizations receiving funds will be required to recognize the source of funding, and to have a plan to enroll participants in developing a newsletter email distribution list for HICEEC’s use in supporting advertising to benefit other organizations and activities * **Potential Partnerships**: Hornby Arts, Hornby Blues Camp, Conservancy Hornby Island, Hornby Recreation, No Horses Music Festival, the Festival Society, 4 VI, and opportunities for new players * **Resources/Funding**: Revenues from the community website, and MRDT funding * **Timeframe**: ongoing * **Budget**: $23,800. |
| **Performance Measures:**   * Number of grants applied for * Expansion of existing festivals, events, and experiences * Contest activity * Increased visitors to the area, as determined by B.C. Ferries records |

# Section 3: MRDT Budget for One-Year Tactical Plan

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

Notes to the Budget:

* THE 2023 BUDGET INCLUDES A CARRY FORWARD OF THE 2022 MRDT REVENUES, AS RECEIVED, JUNE 1/22 TO OCT. 31/22. PROGRAMMING IN 2022 WAS NOT INTIATED DUE TO THE UNCERTAINTY OF BUDGET PROJECTIONS AND TIME LAGS FOR THE RECEIPT OF FUNDING.
* IN 2022, THE MRDT PROGRAM FUND PROJECTIONS WERE $90,000. AS OF OCTOBER 31, 2022 TOTAL FUNDS RECEIVED: $49,217. 2023 BUDGET ESTIMATES HAVE BEEN REDUCED $20,000. TO A TOTAL OF $70,000.
* THE BUDGET WILL BECOME MORE CONCRETE AFTER A FULL YEAR OF EXPERIENCE IS COMPLETED.

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| **Revenues** | | **Budget $** |
|  | Carry-forward from previous calendar year, as of October 31, 2022 | $49,216.77 |
| MRDT (note: Reduced projection $20,000, from $80,000. due to 2022 actual receipts) | $60,000 |
| MRDT from online accommodation platforms | $10,000 |
| ***MRDT Subtotal*** | $119,217 |
| Local government contribution |  |
| Stakeholder contributions ([www.hornbyisland.com](http://www.hornbyisland.com) revenues) | $20,000 |
| Co-op funds received (e.g. DBC Coop; DMO-led projects) |  |
| Grants – Federal |  |
| Grants – Provincial |  |
| Grants/Fee for Service - Municipal |  |
| Retail Sales |  |
| Interest |  |
| Other (Seaside Consortium annual Visitor Guide | $28,000 |
| **Total Revenues** | $167,200 |
| **Expenses** | | **Budget $** |
|  | **Marketing** |  |
| Marketing staff – wage and benefits |  |
| Media advertising and production |  |
| Website - hosting, development, maintenance | $20,000 |
| Social media |  |
| Consumer Shows, events | $23,800 |
| Collateral production, and distribution |  |
| Travel media relations |  |
| Travel trade |  |
| Consumer-focused asset development (imagery, video, written content) |  |
| Other (please describe) |  |
| ***Subtotal*** | $43,800 |
| **Destination & Product Experience Management** |  |
| Destination & Product Experience Management Staff – wage and benefits |  |
| Industry development and training |  |
| Product experience enhancement and training |  |
| Research, evaluation and analytics (carrying capacity contract) | $11,900 |
| Other (please describe) |  |
| ***Subtotal*** | $11,900 |
| **Visitor Services** |  |
| Visitor Services activities (Visitor outreach) | $5,950 |
| Other (production and distribution of the Visitor Guide) | $28,000 |
| ***Subtotal*** | $33,950 |
| **Meetings Conventions, Events & Sport** |  |
| Meetings, conventions, conferences, events, sport, grant programs, etc. |  |
| ***Subtotal*** | 0 |
| **Administration** |  |
| Management, finance, H.R., and staff unrelated to program implementation – wages and benefits. | $19,200 |
| Finance staff – wages and benefits – incl. |  |
| Human Resources staff – wages and benefits- incl. |  |
| Board of Directors costs | $1,200 |

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|  | Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks) |  |
| Office lease/rent |  |
| **Expenses** | | **Budget $** |
|  | General office expenses | $8,200. |
| ***Subtotal*** | $28,600 |
| **Affordable Housing** |  |
| General MRDT revenues | $35,800 |
| Revenues from online accommodation platforms | $11,950 |
| ***Subtotal*** | $47,750 |
| **Other** |  |
| All other wages and benefits not included above | $1,200 |
| Other activities not included above (please describe) |  |
| ***Subtotal*** | $1200 |
| **Total Expenses:** | $167,200 |
| **Balance or Carry Forward** | |  |

**Projected Spend by Market (*broad estimate*)**

*Add more rows as needed.*

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| **Geographic Market** | **Total Marketing Budget by Market** | **% of Total $ by Market** |
| BC | $85,500 | 95 |
| Alberta |  |  |
| Ontario |  |  |
| Other Canada *(please specify)* |  |  |
| Washington State |  |  |
| California |  |  |
| Other USA *(please specify)* |  |  |
| Mexico |  |  |
| China |  |  |
| UK |  |  |
| Germany |  |  |
| Australia |  |  |
| Japan |  |  |
| Other International (Internet: *website & social media reach)* | $4,500 | 5 |
| **Total** | $90,000 | 100 |

