



Draft

5-Year Strategic Business Plan and Tactical Plan

Virtual Presentation - July 2026

MRDT Program Overview

- Visitor funded provincial tax program established in 1987 to support the growth and management of tourism in British Columbia
- Currently in place in most areas of Vancouver Island and British Columbia
- Tax rate of either 2% or 3% levied on fixed roof accommodation properties (*e.g. hotels, motels, resorts, bed and breakfasts, cottages and cabins, vacation rentals, and other short term lodging*)
- MRDT must be renewed every 5 years and a renewal requires the support of the accommodation sector and local government



MRDT Eligible Expenses

- **Tourism Marketing and Promotion**
 - Website, social media, digital marketing, asset development, broadcast, print, travel media, etc.
- **Destination Development**
 - Wayfinding, signage and other tourism focused projects (requires specific approval process)
- **Destination Management**
 - Research, ambassador programs, industry development and training, engagement, strategic planning, etc.
- **Operations**
 - Staffing, administration, office expenses, etc.
- **Affordable Housing**
 - Planning, research, construction, management
- **Visitor Services**

*Ineligible Expenses: Typically capital and infrastructure projects (excluding housing)**

Vision

Hornby Island is a diverse, sustainable, and cooperative community that thrives on a balanced relationship with the natural world. We actively manage intentional, low-impact tourism by welcoming visitors as respectful friends who share our values, support our local economy, and walk lightly on the land. By embracing the "Slow Cities" philosophy, we preserve our unique island spirit, foster accessible and enriching cultural exchanges, and ensure that both year-round residents and guests leave energized, connected, and revitalized.



Mission

HICEEC empowers the Hornby Island community to effectively manage tourism through thoughtful marketing, strategic industry collaborations, proactive government advocacy and community investment. We champion best-practice policies that support a thriving, sustainable local economy, ensuring that sharing our unique environment and culture with visitors directly enhances the lives of year-round residents.



Strategic Context

Our MRDT planning workshop identified the following issues and opportunities:

- Infrastructure Stress
- Seasonal Visitation
- Transportation and access
- Limited MRDT uses
- Affordable housing and affordable workforce housing
- Ecological stress
- Ferry bottle necks
- Limited accommodation capacity

Goals, Objectives and Targets

Goal 1: Responsible Promotion

Hornby Island will focus on sustainable destination management by protecting its fragile ecosystems and limited community infrastructure from peak - season strain. Through this approach, HICEEC seeks to foster low -impact, shoulder -season travel that respects the local community and preserves its unique cultural and natural heritage.

Objective 1: Shoulder Season Growth

Increase off-peak visitor revenue by 15% over the next five years by expanding and promoting diverse shoulder-season experiences that capitalize on Hornby Island's natural, marine, and cultural assets.

Target:

15% increase in MRDT revenue between September and June.

Objective 2: Resource Preservation

Decrease peak -season per -capita water consumption and waste generation by 20% by 2030 through targeted visitor education campaigns and strict sustainability partnerships with local accommodation providers.

Target:

20% reduction in water consumption during July and August by 2030.

Objective 3: Community Alignment

Conduct an annual resident survey regarding the tourism industry to support tactical planning and program delivery.

Target:

A 65% resident satisfaction rate regarding the tourism industry.

Goals, Objectives and Targets

Goal 2: Visitor Information

To transform the Hornby Island visitor experience into a model of regenerative tourism by delivering proactive, community-led education that instills a deep "tread lightly" ethos in every guest, ensuring they respect the island's fragile ecosystem, limited resources, and local culture.

Objective 1: Ambassador Program

Continue to deliver an ambassador program to provide tailored visitor information services to guests of the Island.

Target:

5% annual increase in ambassador interactions with visitors.

Goals, Objectives and Targets

Goal 3: Experience Development

Continue to support the delivery of high -quality festivals and events that benefit visitors, residents, and businesses alike through targeted grant funding.

Objective 1: Grant Program

Provide targeted funding to Hornby Island -based festivals and events, with a focus on non -peak-season events.

Target:

Successful allocation of budgeted events funding.

Goals, Objectives and Targets

Goal 4: Visitor Infrastructure Investment

Invest in sustainable visitor infrastructure that enhances the visitor experience, protects Hornby Island's natural environment, and supports the community's long-term resilience.

Objective 1: Farmers Market Washroom

Construct two accessible pit toilets at the farmers market.

Target:

Completion of project by end of 2028 calendar year.

Goals, Objectives and Targets

Goal 5: Workforce Housing

Workforce housing is one of the most critical issues facing the Hornby Island tourism industry. HICEEC will continue to invest 60% of combined OAP and MRDT revenues into workforce housing projects.

Objective 1:

Leverage MRDT and OAP revenues to construct workforce housing units on Hornby Island.

Target:

Completion of up to 15 workforce housing units by the end of the 2028 calendar year.

Special Project - Additional Prescribed Purposes

Hornby Island Central Outhouse Project

- Construct a permanent, year-round, two-stall, accessible public outhouse in Hornby Island's Central Community Use Area, replacing seasonal portable toilets and improving visitor infrastructure that serves the area's many community amenities, trails and attractions.

Affordable Workforce Housing

Affordable workforce housing in the tourism industry refers to rental or owner-occupied housing that is priced low enough for local tourism and hospitality workers—such as servers, hotel staff, outdoor guides, and retail clerks—to live near their jobs.

In seasonal resort communities, it typically means housing that:

- **Costs 35% or less** of a tourism worker's monthly income.
- **Is secured specifically** for the local workforce to prevent it from being bought up as vacation homes or short-term tourist rentals.
- **Keeps businesses running** by helping employers recruit and retain the staff they need to serve visitors.