



Note to Roundtable Participants Regarding the Review of this Document

- **The attached document has been identified as being an excellent resource to help select an appropriate Economic Development project that the Ladysmith Chamber of Commerce might implement.**
- **The selected project would ideally take advantage of the human resources around the table, require little financial resources, but still have a significant impact on the economic health of the community. There may be some advantage to a project that could be completed in a fairly short time frame as well.**
- **This document is over 60 pages in length but it can actually be reviewed relatively quickly. Here's how...**
 - **There is an introductory section (first 10 pages) that describes the strategic goals that were established back in 2008 – this is optional reading but does help put the projects described in the rest of the document in some context.**
 - **The introductory section is followed by 56 pages of projects (one project per page).**
 - **These pages can be scanned very quickly by reviewing the title and the brief description of project. Projects that are of interest after this quick scan can be looked at in further detail.**
 - **Recommend doing a quick scan of all the projects making a note of the ones that are of interest. Then do a follow up review of the shortlisted projects and try to pair the list down to the top 3 – 5 projects that you think the Chamber should consider.**

Town of Ladysmith
2008 -2012 Economic Development Strategic Plan

Ladysmith Economic Development Commission



Ladysmith
THE BUSINESS OF BALANCE

Prepared by:
Ladysmith Economic Development Commission
&
Economic Development Officer

Facilitation provided by:
Sue Plester, Quest Consulting

April 1, 2008

Economic Development Strategic Plan

2008-2012

The environment surrounding economic development is constantly changing and dynamic. The Ladysmith 2008-2012 Strategic Plan defines and recognizes ongoing activities and new initiatives necessary to address and/or create changes in the local economy to the benefit of the community. It is concentrated on providing value-added services and products for existing businesses, potential new businesses and improving the quality of life for local residents.

The strategic plan reflects feedback from the Economic Development Commission, Economic Development staff and the business community. It is responsive to the Town's overall vision::

Ladysmith is a spirited community that values its small town feeling and offers residents a full and healthy way of life. The citizens work together as stewards of their heritage, environment and economy.

Every aspect of work undertaken by the Town and its advisory committees must respond to this vision. As such, the Economic Development Commission's mandate is to provide:

leadership to grow and diversify our economy and achieve a sustainable community.

The development of a 5-year strategic plan therefore aligns the Town's vision by defining the strategies to implement the Economic Development Commission's mandate throughout all related economic development efforts.

Strategic Goals

The Strategic Plan is based on 5 overarching goals:

1. To support and sustain an environment in which local businesses have access to infrastructure, resources and markets, enabling them to be sustainable, grow and thrive within the community
2. To create an environment that will encourage the establishment of new and diversified commercial and industrial enterprises for the benefit of the community and the strengthening of the local economy
3. To maintain and enhance the assets of the community including its infrastructure, land base, public facilities and amenities, natural resources, heritage and cultural attributes and local labour force
4. To establish, maintain, and strengthen strategic partnerships that enhance knowledge-building, knowledge-sharing and leverage efforts in furthering economic development activities
5. To ensure the necessary resources and processes are in place to implement and enhance Ladysmith's economic development efforts for the long-term

Each goal addresses an important aspect of economic development activities and can be further defined as:



The first three strategic goals relate to the pillars of economic development: business retention, business recruitment and community assets. In the implementation of these strategies (Goals 1, 2 and 3) however, it is clear that the building and nurturing of strategic partnerships (Goal 4) touch every aspects of these pillars for the community. It is through these partnerships that the first three strategic goals will be achieved. The long term capacity of the plan's implementation is found in the last strategic goal (Goal 5) which is set apart from the others, but remains crucial to the process.

Strategic Plan Overview

The Strategic Plan was designed with a identification system that allows each objective, program project or activity to be related back to the overall strategic goal.

G= Goal

O= Objective

PG= Program

P= Project or A= Activity

Example:

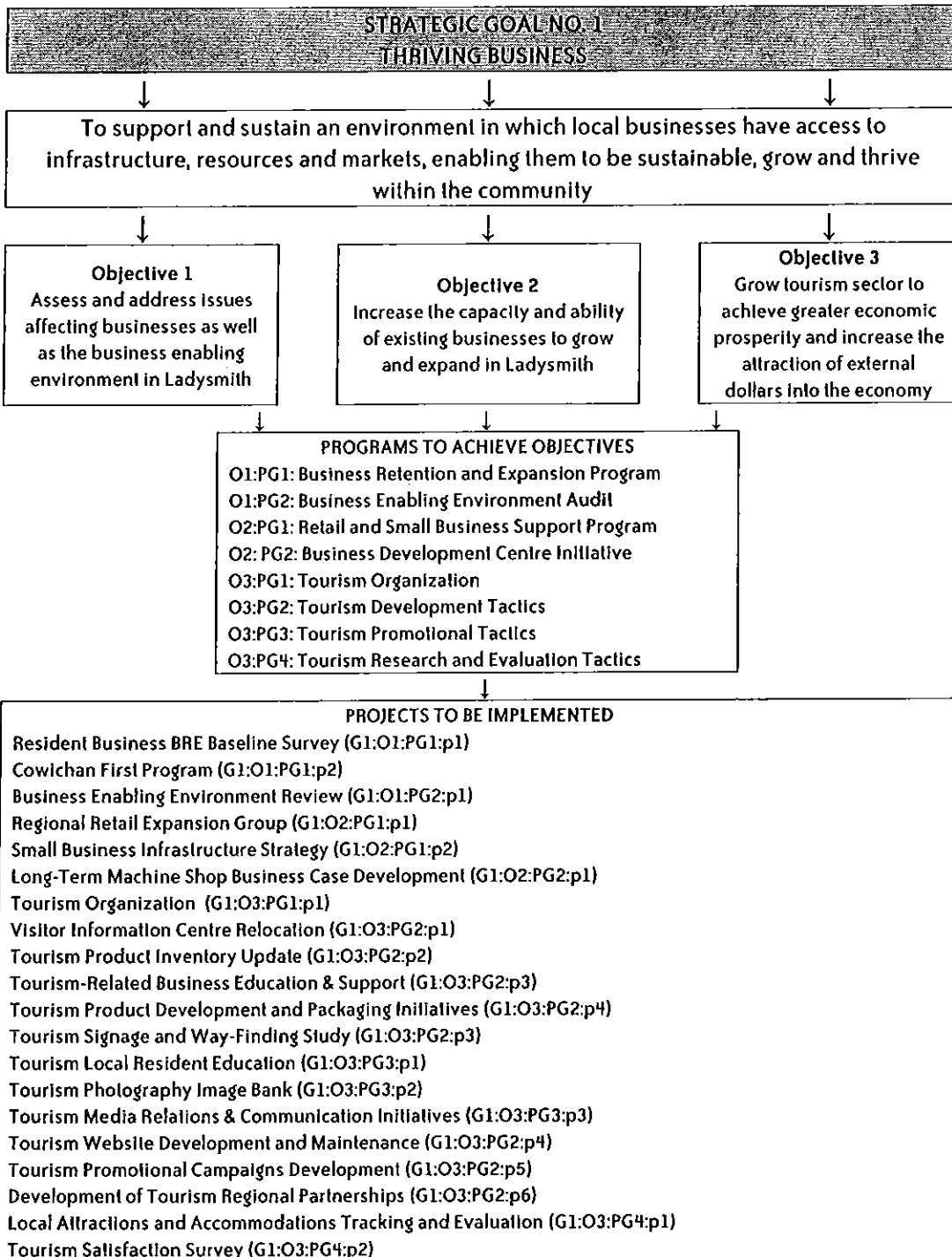
G3:O4:PG1:p1

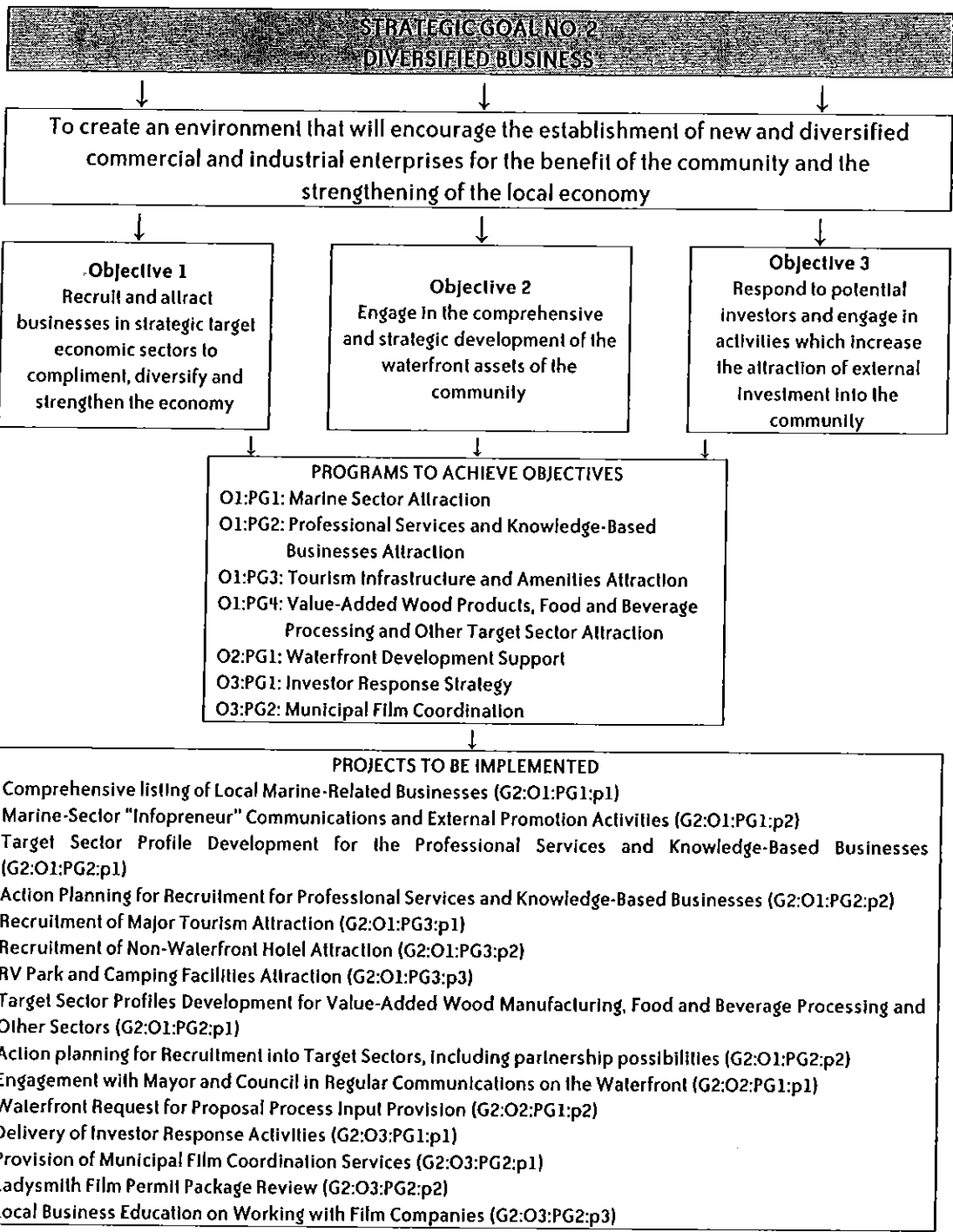
G3: COMMUNITY ASSETS - To maintain and enhance the assets of the community including its infrastructure, land base, public facilities and amenities, natural resources, heritage and cultural attributes and local labour force

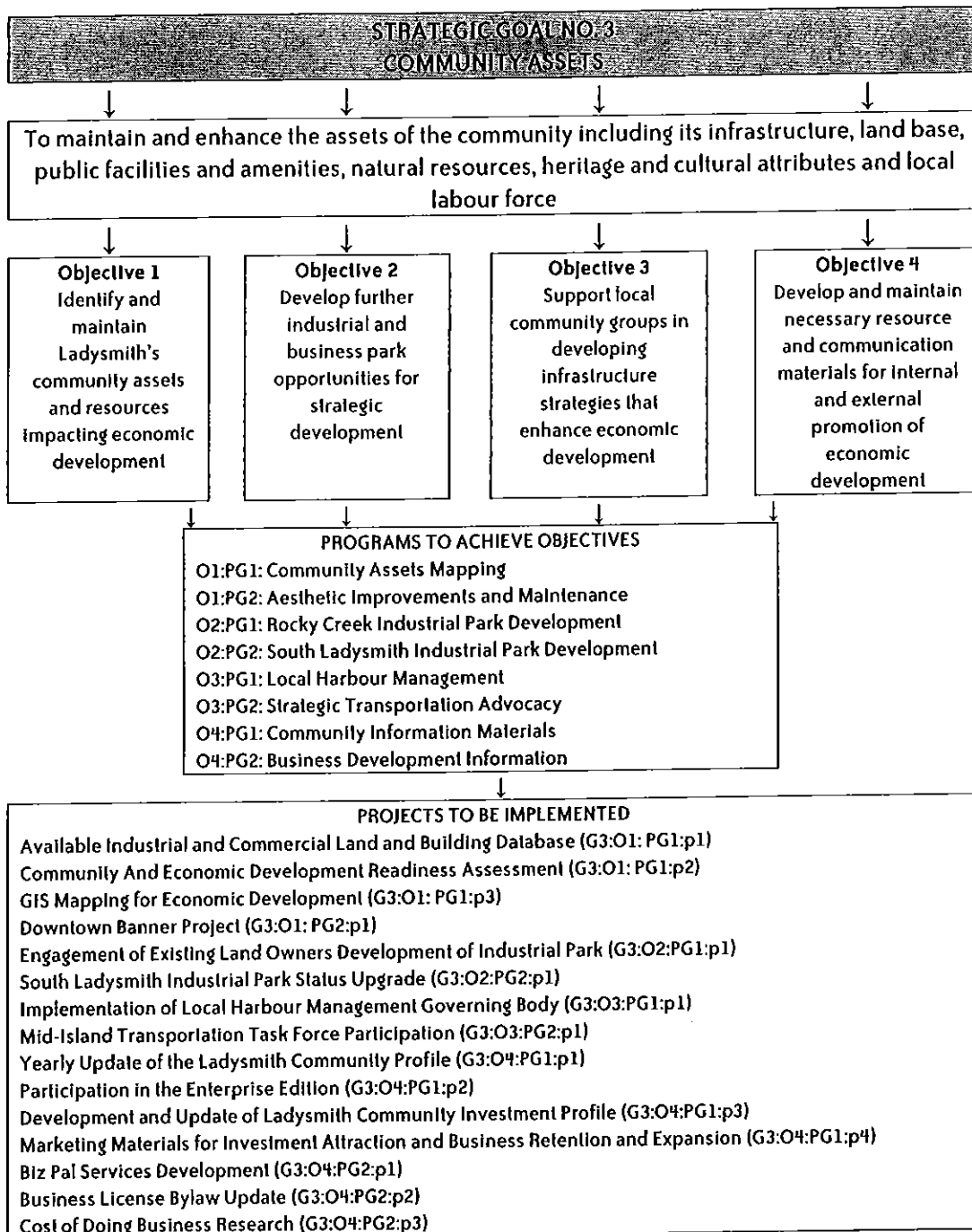
O4: Develop and maintain necessary resource and communication materials for internal and external promotion of economic development

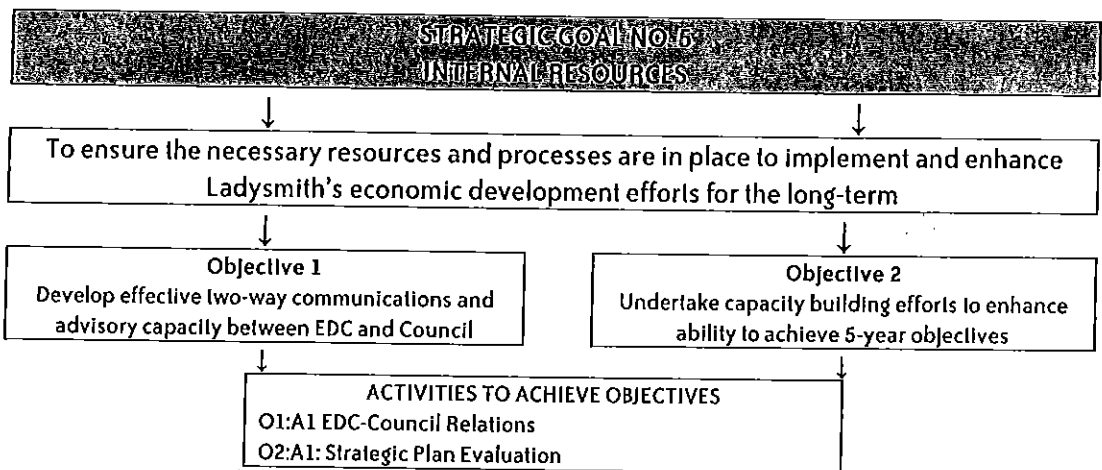
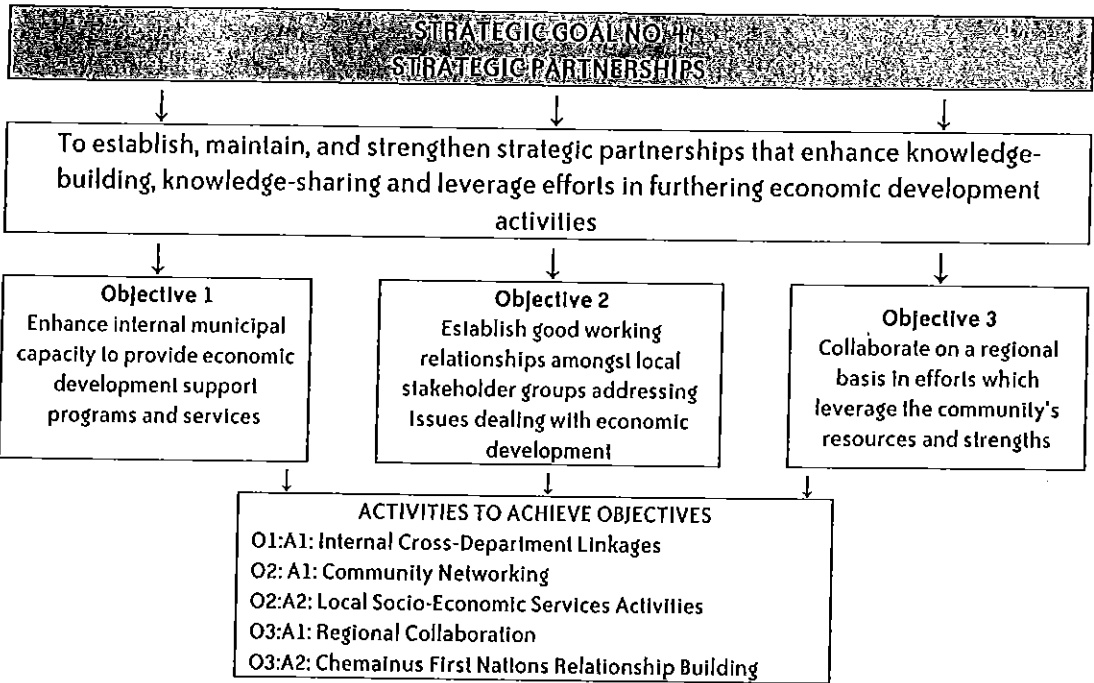
PG1: Community Information Materials

p1: Yearly Update of the Ladysmith Community Profile









Economic Development Strategic Plan
2008-2012

APPENDIX A: PROJECT/ACTIVITY WORKSHEETS

Prepared by:
Ladysmith Economic Development Commission
&
Economic Development Officer

Facilitation provided by:
Sue Plester, Quest Consulting

April 1, 2008

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Resident Business BRE Baseline Survey (G1:O1:PG1:p1)	RELEVANCE TO STRATEGY PROGRAM: G1:O1: Assess and address issues affecting businesses as well as the business enabling environment in Ladysmith G1:O1:PG1: Business Retention and Expansion Program
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BRIEF DESCRIPTION OF THE PROJECT:

Developing the baseline information about the local businesses, their overall health and satisfaction as well as developing strategies to better assist in retaining the businesses in Ladysmith. The delivery of the BRE baseline survey is aimed at collecting company background, facilities, ownership structure, products and services, employment, market information, management, workforce and any assistance that they may be requiring.

ACTION STEPS:

- Create action plan to implement survey
- Transfer business license information from VADIM to E-Synchronist
- Review standard survey questions & coordinate with community partners
- Mail survey to businesses & reminders to businesses
- Tabulate returned surveys into E-Synchronist & prepare reports
- Prepare action plan based on analysis & implement strategies

SUCCESS ASSUMPTIONS/PREQUISITES:

- Business License information can be transferred
- Response to survey is adequate for analysis
- Local efforts in BRE match with regional objectives and strategies

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Baseline information on the health of the businesses
- Early warning system of businesses planning to close
- Labour force needs identification
- Sufficient information to analyze sector

TARGET GROUPS:

- Ladysmith resident businesses from all industry sectors

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Employment Navigators
- Ladysmith Chamber of Commerce
- Cowichan EDC
- Community Futures Central Island & Community Futures Cowichan

OVERALL RESPONSIBILITY:
Economic Development Office

IMPLEMENTATION:
Economic Development Office

PROJECT BUDGET:

TOTAL:
\$10,000

MUNICIPAL GOVERNMENT:
\$10,000

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

Preparation 2008 – Implementation 2009

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Business Enabling Environment Review (G1.O1;PG2:p1)	RELEVANCE TO STRATEGY PROGRAM: G1.O1: Assess and address issues affecting businesses as well as the business enabling environment in Ladysmith G1.O1;PG2: Business Enabling Environment Audit
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BRIEF DESCRIPTION OF THE PROJECT:

Examining the business enabling environment (BEE) for Ladysmith and the factors affecting how the municipality is responding to the business community's needs and expectations

ACTION STEPS:

- Prepare a business enabling environment audit
- Establish a review process
- Engage municipal government departments & community stakeholders
- Implement audit
- Evaluate, analyze information and prepare recommendations
- Implement strategies based on recommendations

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Information from BRE survey indicates sufficient need for BEE review
- Funding to engage independent BEE auditor

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Strategies to affect change in the BEE to better support local businesses
- Internal municipal changes to operations, bylaws, fees, taxes to be more business friendly

TARGET GROUPS:

- Town of Ladysmith
- Business license holders – resident and non-resident

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Chamber of Commerce
- Downtown Business Association
- Coronation Mall Merchants Association

OVERALL RESPONSIBILITY:

Economic Development Commission

IMPLEMENTATION:

Economic Development Officer (Oversight)
 Consultant (Implementation of audit)

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$10,000	\$10,000	

PROJECT DURATION/TIMEFRAME:

Commence 2009
 Implement 2010

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Regional Retail Expansion Group (G1.02:PG1:p1)	RELEVANCE TO STRATEGY PROGRAM: G1.02: Increase the capacity and ability of existing businesses to grow and expand in Ladysmith G1.02:PG1: Retail and Small Business Support Program
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BRIEF DESCRIPTION OF THE PROJECT:

Due to increasing pressures from the expansion of large retail centres in communities surrounding Ladysmith, the Regional Retail Expansion Group will examine both the constraints this poses on local retail as well as possible solutions and strategies to support local retailers

ACTION STEPS:

- Establish a working group to define the challenges and opportunities
- Examine constraints to development of Business Improvement Area
- Develop strategies for addressing challenges
- Secure partnerships to undertake strategies
- Examine need for "Destination Marketing" training for businesses
- Communicate strategies and activities to business community

SUCCESS ASSUMPTIONS/PREQUISITES:

- Engagement of the retail business community
- Buy-in from most affected or impacted businesses

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Understanding of challenges and opportunities
- Concrete actions to lessen the impact of regional retail expansion
- Improved environment for retail businesses in downtown core & Coronation Mall

TARGET GROUPS:

- Retailers in downtown core
- Retailers in Coronation Mall

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Heritage and Revitalization Commission
- Ladysmith Downtown Business Association
- Coronation Mall Merchants' Association
- Ladysmith Chamber of Commerce

OVERALL RESPONSIBILITY:

Economic Development Commission

IMPLEMENTATION:

Economic Development Officer, EDC members

PROJECT BUDGET:

TOTAL:
\$3,000

MUNICIPAL GOVERNMENT:
\$3,000

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

Ongoing since 2007

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Small Business Infrastructure Strategy (G1:O2:PG1:p2)	RELEVANCE TO STRATEGY PROGRAM: G1:O2: Increase the capacity and ability of existing businesses to grow and expand in Ladysmith G1:O2:PG1: Retail and Small Business Support Program
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BRIEF DESCRIPTION OF THE PROJECT:

To improve the conditions of the environment in which small businesses operate in Ladysmith requires paying attention to infrastructure supporting this sector and strategically assessing needs and making improvements.

ACTION STEPS:

- Examine the findings of the Regional Retail Expansion Group
- Prioritize activities
- Analyse Tourism Signage and Way-finding suggested improvements
- Develop an action plan
- Locate and secure appropriate funding sources

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Completion of the Tourism Signage and Way-Finding Study
- Regional Retail Expansion Working Group findings available

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Coordinated efforts to improve strategic infrastructure to assist small businesses

TARGET GROUPS:

- Small Businesses (including retail)

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

-

OVERALL RESPONSIBILITY:

Economic Development Commission

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:

TBD

MUNICIPAL GOVERNMENT:

TBD

EXTERNAL FUNDING:

TBD

PROJECT DURATION/TIMEFRAME:

2010

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Long Term Machine Shop Business Case Development (G1:O2:PG2:p1)	RELEVANCE TO STRATEGY PROGRAM: G1:O2: Increase the capacity and ability of existing businesses to grow and expand in Ladysmith G1:O2:PG2: Business Development Centre Initiative
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BRIEF DESCRIPTION OF THE PROJECT:

To develop a business case and business plan for the best use of the machine shop and further define the use of the building as an asset for the community

ACTION STEPS:

- Research costs, revenues and other considerations to the value of the building
- Develop a business case based on present usage and potential usage
- Make recommendation to Council based on business case
- Develop a business plan for recommended and approved uses
- Market building to potential tenants

SUCCESS ASSUMPTIONS/PREQUISITES:

- Cross-department collaboration
- Clarity of purpose established for medium to long-term

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Clear definition of uses of the building for future tenant negotiations
- Multi-year plan for uses and maintenance

TARGET GROUPS:

- Existing Machine Shop tenants
- Ladysmith Arts Council (Ladysmith Waterfront Arts Centre)
- Ladysmith Maritime Society
- Potential new incubating businesses
- Other interested nonprofit groups

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Council

OVERALL RESPONSIBILITY:

Economic Development Officer

IMPLEMENTATION:

Economic Development Officer, Corporate Services Manager

PROJECT BUDGET:

TOTAL:

MUNICIPAL GOVERNMENT:

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

Business Case 2008

Business Plan 2009

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Organization (G1.O3:PG1.p1)	RELEVANCE TO STRATEGY PROGRAM: G1.O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1.O3:PG1: Tourism Organization
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BRIEF DESCRIPTION OF THE PROJECT:

Continue to implement the development of a tourism organization as a subsidiary of the Economic Development Office/Economic Development Commission of the Town of Ladysmith, with ongoing stakeholder involvement through a tourism advisory committee (TAC) (Tourism Plan Tactic #1)

ACTION STEPS:

- Continue to develop the Tourism Advisory Committee
- Review terms of reference on ongoing basis
- Provide staff resource to implement Tourism Plan
- Hold monthly meetings
- Review of organization structure

SUCCESS ASSUMPTIONS/PREQUISITES:

- Present TAC structure established in May 2007
- Funding for staff resource

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Committee provides valuable advisory services on tourism aspects
- Tourism stakeholder engagement in broader community promotion is heightened

TARGET GROUPS:

- Tourism stakeholders

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Ladysmith Chamber of Commerce
- Ladysmith and Area Bed and Breakfast Association
- Tourism Cowichan

OVERALL RESPONSIBILITY:

Economic Development Commission

IMPLEMENTATION:

Economic Development Officer, Economic Development Commission

PROJECT BUDGET:

TOTAL:

-

MUNICIPAL GOVERNMENT:

-

EXTERNAL FUNDING:

-

PROJECT DURATION/TIMEFRAME:

Ongoing

Review of Organization Structure 2011

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Visitor Information Centre Relocation (G1:O3:PG2:p1)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG2: Tourism Development Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Explore potential locations for the Visitor Information Centre to find a more visible and easily accessible location to the highway (Tourism Plan Tactic #2)

ACTION STEPS:

- Establish a criteria for evaluation
- Evaluate possible sites for adherence to criteria
- Perform a SWOT Analysis on the short-listed sites
- Make a recommendation to Council on best site and vision for development of VIC
- Communicate with Tourism BC on upgrading to full VIC status (costs/benefits)
- Discuss mechanisms to earn revenue
- Establish multi-purpose use partnerships
- Identify and secure sources of funding

SUCCESS ASSUMPTIONS/PREQUISITES:

- Relocation recommendation is accepted
- Funding is secured for rehabilitation, renovation and relocation

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Visitor Information Centre is relocated

TARGET GROUPS:

- Visitors to Ladysmith

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Ladysmith Chamber of Commerce
- Island Corridor Foundation
- Island Coastal Economic Trust

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer, Tourism Advisory Committee

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$100,000+	TBD	TBD

PROJECT DURATION/TIMEFRAME:

Evaluation 2008
Relocation 2009

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Product Inventory Update (G1:O3:PG2:p2)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG2: Tourism Development Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Maintain and enhance the Ladysmith tourism product inventory, which includes detailed information about current accommodation, attractions and events in Ladysmith (Tourism Plan tactic #3)

ACTION STEPS:

- Establish responsibilities for maintenance of inventory
- Update the tourism product inventory
- Work with event organizers to have dates 1 year in advance in order to ensure adequate promotion of events

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Access to information

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Inventory is up-to-date

TARGET GROUPS:

- Tourism Stakeholders

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Tourism Stakeholders

OVERALL RESPONSIBILITY:

Economic Development Officer

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:

-

MUNICIPAL GOVERNMENT:

-

EXTERNAL FUNDING:

-

PROJECT DURATION/TIMEFRAME:

ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism-Related Business Education & Support (G1.O3:PG2:p3)	RELEVANCE TO STRATEGY PROGRAM: G1.O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1.O3:PG2: Tourism Development Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Connecting and providing education to tourism stakeholders in ongoing promotional efforts, opportunities and initiatives (Tourism Plan tactics #4-6)

ACTION STEPS:

- Issue tourism e-newsletter to stakeholders on quarterly basis (or more as appropriate)
- Provide information on opportunities available to tourism stakeholders
- Offer training tools such as workshops and guides to tourism businesses

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Inventory of tourism stakeholders is up to date

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Regular communications are issued

TARGET GROUPS:

- Tourism stakeholders

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Ladysmith Chamber of Commerce
- Ladysmith Downtown Business Association
- Tourism Cowichan
- Tourism Vancouver Island
- Tourism BC
- UBCM Tourism Marketing Program
- Community Tourism Foundations

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$2,000	-	\$2,000

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Product Development and Packaging Initiatives (G1:O3:PG2:p4)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG2: Tourism Development Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Encourage the development of tourism product, most especially in priority product categories and in the packaging of products for greater impact for the tourism experience (Tourism Plan tactics #7-15)

ACTION STEPS:

- Encourage and support tourism development initiatives consistent with the overall tourism strategy
- Encourage local businesses to increase packaging of complementary tourism products
- Encourage entrepreneurs to create new tours related to the priority product categories
- Encourage the development of high quality arts, culture and heritage attractions and activities
- Encourage the creation of clusters of artists and artisans
- Encourage growth of heritage, arts and culture related festivals and events
- Encourage updating of current accommodation and development of new, medium to high-end accommodation
- Encourage development of campgrounds in Ladysmith
- Encourage initiatives that contribute to maintaining or improving the aesthetic appeal of Ladysmith's tourism areas and entrances

SUCCESS ASSUMPTIONS/PREQUISITES:

- Existing capacity to implement or affect change in encouraging change

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Added and improved tourism product

TARGET GROUPS:

- Tourism Stakeholders
- New and existing entrepreneurs
- Events organizers

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Ladysmith Chamber of Commerce
- Ladysmith Downtown Business Association
- Existing tour operators/Tourism Stakeholders
- Accommodations providers
- Ladysmith Arts Council
- Chemainus First Nations
- Ladysmith Maritime Society

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Tourism Advisory Committee, Economic Development Officer

PROJECT BUDGET:

TOTAL:

TBD

MUNICIPAL GOVERNMENT:

TBD

EXTERNAL FUNDING:

TBD

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Signage and Way-Finding Study (G1:O3:PG2:p3)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG2: Tourism Development Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Review current highway signage and way finding initiatives, with a view to increasing visibility and encouraging a stop in Ladysmith (Tourism Plan tactic #16)

ACTION STEPS:

- Developing a framework to identify the signage and way finding needs
- Create a signage and way-finding analysis and plan
- Change confusing signage ("thanks for shopping Ladysmith" signs)
- Improve mapping for tourists

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Commitment to action plan and implement changes to signage

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Signage plan completed
- Signage changes made

TARGET GROUPS:

- Visitors to Ladysmith

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Malaspina-University College (Tourism Program)
- Tourism BC
- Tourism Cowichan
- Ministry of Transportation
- Ministry of Tourism

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:
\$1,700 (study only)

MUNICIPAL GOVERNMENT:
\$1,700

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

2008

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Local Resident Education (G1:O3:PG3,p1)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG3: Tourism Promotional Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Educate residents of Ladysmith and area about the importance of tourism, the heritage of Ladysmith and the events, attractions and tourism opportunities in the Ladysmith area (Tourism Plan tactic #18)

ACTION STEPS:

- Use existing communications opportunities for outreach
- Work with local media partners to develop stories and features about tourism attractions and events

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Established list of key messages for communication

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Contribution to overall objectives

TARGET GROUPS:

- Ladysmith and area residents

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- The Ladysmith Chemainus Chronicle
- Take 5 Magazine
- A Channel
- Other media outlets

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$1,000	-	\$1,000

PROJECT DURATION/TIMEFRAME:

2008-2009

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Photography Image Bank (G1:O3:PG3:p2)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG3: Tourism Promotional Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Hire a professional photographer to create high quality Ladysmith tourism images for use in media relations, advertising and promotional materials (Tourism Plan tactic #19)

ACTION STEPS:

- Determine what images are needed (shot list) and gaps from available inventory
- Prepare terms of reference for development and updating of image bank
- Create a system of cataloguing images

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Seasonal development of photography is challenging

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- High quality images are available for marketing initiatives

TARGET GROUPS:

-

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- UBCM Tourism Marketing
- Tourism BC (Community Tourism Foundations)

OVERALL RESPONSIBILITY:

Economic Development Officer

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$5,000 in 2007, \$2,000 thereafter	-	\$5,000 in 2008, \$2,000 thereafter

PROJECT DURATION/TIMEFRAME:

Initial Image Bank: 2007-2008
 Additional Image Bank Photography: 2008-2010

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Media Relations & Communication Initiatives (G1.O3:PG3:p3)	RELEVANCE TO STRATEGY PROGRAM: G1.O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1.O3:PG3: Tourism Promotional Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Work with media partners to enhance the local visitor guides to increase emphasis on priority tourism products and ensure consistency of messaging for Ladysmith as a tourism destination (Tourism Plan tactic #21)

ACTION STEPS:

- Review existing tourism-related publications and distributions
- Identify if distribution could be enhanced and how
- Work with media partners on key messages, consistency and preferred images

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Private sector participation

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Consistency of messaging
- Contribution to overall objectives

TARGET GROUPS:

- The Chronicle
- Take 5 Magazine

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- The Chronicle
- Take 5 Magazine

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Tourism Advisory Committee

PROJECT BUDGET:

TOTAL:

-

MUNICIPAL GOVERNMENT:

-

EXTERNAL FUNDING:

-

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

<p>PROJECT TITLE: Tourism Website Development and Maintenance (G1:O3:PG2:p4)</p>	<p>RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG3: Tourism Promotional Tactics</p>
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BRIEF DESCRIPTION OF THE PROJECT:

Develop and maintain a freestanding tourism website to promote community and amenities (Tourism Plan tactic #22)

ACTION STEPS:

- Create a freestanding website for tourism
- Engage private sector tourism stakeholders to be listed on site
- Ensure cross linkages to other tourism websites
- Ensure accuracy
- Develop plan to fund site through private sector partnerships (2010)

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Participation of the private sector

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Website is launched
- Web tracking indicates constant increase in traffic

TARGET GROUPS:

- Visitors researching destinations online

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Tourism Stakeholders
- Tourism BC
- Tourism Vancouver Island
- Tourism Cowichan

OVERALL RESPONSIBILITY:

Economic Development Officer

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:

\$200/year maintenance

MUNICIPAL GOVERNMENT:

\$200/year (2008-2009)

EXTERNAL FUNDING:

\$200/year (stakeholder participation, 2010-2012)

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Promotional Campaigns Development (G1:O3:PG2:p5)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG3: Tourism Promotional Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Designing of promotional campaigns aimed at primary markets both in terms of types of visitors as well as geographic location (Tourism Plan tactics #23-24)

ACTION STEPS:

- Media relations with general and special interest publications reaching Greater Victoria and Nanaimo residents, including couples and families
- Develop and promote an "invite family and friends" campaign to encourage Ladysmith residents to invite their friends and family for a visit

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Sufficient media relations materials gathered
- Local participation

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Media coverage in target geographic markets
- Local participation in promoting tourism

TARGET GROUPS:

- Potential visitors to Ladysmith

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Tourism BC
- Tourism Cowichan
- Tourism Association of Vancouver Island
- Media sponsors

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:
\$10,000 per year

MUNICIPAL GOVERNMENT:
\$4,000 (per year)

EXTERNAL FUNDING:
\$6,000 (per year)

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Development of Tourism Regional Partnerships (G1:O3:PG2:p6)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG3: Tourism Promotional Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Developing partnerships in the promotion of tourism with other regional entities in order to increase exposure and leverage resources (Tourism Plan tactics #25-28)

ACTION STEPS:

- Explore opportunities to work cooperatively with Chemainus to provide more reasons for people to visit the area and to increase length of stay
- Continue to work with Tourism Cowichan on cooperative initiatives
- Promote Ladysmith tourism experiences to visitors to Greater Victoria, Nanaimo and Vancouver Island in partnership with Tourism Cowichan
- Work with Tourism Association of Vancouver Island and Tourism BC on general leisure marketing in regional markets

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Funding for promotional activities

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Increased outreach to visitors
- Building of partnerships in tourism promotion

TARGET GROUPS:

- Potential visitors to Ladysmith
- Potential visitors to Cowichan Region
- Potential visitors to Vancouver Island

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Chemainus Chamber of Commerce
- Tourism Cowichan
- TAVI
- Tourism BC

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:	MUNICIPAL GOVERNMENT:	EXTERNAL FUNDING:
\$15,000 per year	-	\$15,000 per year

PROJECT DURATION/TIMEFRAME:

Ongoing

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Local Attractions and Accommodations Tracking and Evaluation (G1:O3:PG4:p1)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG4: Tourism Evaluation Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Ensure that Ladysmith is tracking its tourism growth and developing indicators to understand trends in the local tourism industry (Tourism Plan tactics #29-30)

ACTION STEPS:

- Set up tracking for selected key Ladysmith attractions
- Set up accommodation tracking for Ladysmith and area properties

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Dependent on private sector stakeholder participation
- Assurance of confidentiality

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Understanding of trends
- Measure against overall tourism objectives

TARGET GROUPS:

- Tourism Stakeholders

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Tourism Stakeholders
- Tourism BC

OVERALL RESPONSIBILITY:

Economic Development Officer

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:

MUNICIPAL GOVERNMENT:

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

2010

STRATEGIC GOAL NO. 1: THRIVING BUSINESS

PROJECT TITLE: Tourism Satisfaction Survey (G1:O3:PG4:p2)	RELEVANCE TO STRATEGY PROGRAM: G1:O3: Grow tourism sector to achieve greater economic prosperity and increase the attraction of external dollars into the economy G1:O3:PG4: Tourism Evaluation Tactics
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BRIEF DESCRIPTION OF THE PROJECT:

Determine the aspects of Ladysmith that satisfy visitor expectations, to identify areas for improvement, and to determine trip characteristics, and how visitors decided to come to Ladysmith (Tourism Plan tactic #31)

ACTION STEPS:

- Contact Tourism BC to obtain advice on questionnaire design and sampling methodology
- Determine whether Tourism BC can assist in consolidating collected information
- Decide on intercept points for visitor research
- Implement survey

SUCCESS ASSUMPTIONS/PREQUISITES:

- Staffing to implement the survey

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Feedback on tourism experience

TARGET GROUPS:

- Visitors to Ladysmith

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Tourism BC
- Accommodations providers
- Recreation and tourism experience service providers

OVERALL RESPONSIBILITY:

Tourism Advisory Committee

IMPLEMENTATION:

Economic Development Officer

PROJECT BUDGET:

TOTAL:

TBD

MUNICIPAL GOVERNMENT:

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EXTERNAL FUNDING:

TBD

PROJECT DURATION/TIMEFRAME:

2010

STRATEGIC GOAL NO. 2: DIVERSIFIED BUSINESS

PROJECT TITLE: Comprehensive listing of Local Marine-Related Businesses (G2:O1:PG1:p1)	RELEVANCE TO STRATEGY PROGRAM: G2:O1: Recruit and attract businesses in strategic target economic sectors to compliment, diversify and strengthen the economy G2:O1:PG1: Marine sector attraction
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BRIEF DESCRIPTION OF THE PROJECT:

Develop a comprehensive list of marine-related businesses operating in Ladysmith in order to understand the sector, its gaps and initiate communications with local business owners

ACTION STEPS:

- Draft list of existing marine-related businesses (business license holders and non-holders)
- Develop communication tactics to approach this sector
- Determine which businesses are in the formal and informal sector
- Host event to connect businesses and EDC together

SUCCESS ASSUMPTIONS/PREREQUISITES:

- Knowledge of the sector

EXPECTED OUTCOME/RESULTS/MEASURABLES:

- Contact list is established
- Plans to recruit marine-sector businesses is communicated

TARGET GROUPS:

- Marine-Sector businesses

POSSIBLE STAKEHOLDERS/PARTNERSHIPS:

- Ladysmith Marina
- Ladysmith Maritime Society

OVERALL RESPONSIBILITY:

Economic Development Commission

IMPLEMENTATION:

Economic Development Commission

PROJECT BUDGET:

TOTAL:
\$500

MUNICIPAL GOVERNMENT:
\$500

EXTERNAL FUNDING:

PROJECT DURATION/TIMEFRAME:

2008