



# Tofino Event Strategy 2015 - 2019



Prepared by Maureen Douglas, Mobilize Strategies Inc.

Photo: Feast Tofino, photo: Tourism Tofino



# TOFINO EVENT STRATEGY TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>5</b>
<b>INTRODUCTION</b>	<b>10</b>
<b>GUIDING THE TOFINO EVENT STRATEGY</b>	<b>12</b>
VISION	12
VALUES	12
GUIDING PRINCIPLES	12
FOCUSING ON THE TACTICAL AND PRACTICAL	12
<b>CURRENT CONDITIONS</b>	<b>13</b>
TOFINO'S CURRENT EVENT INVENTORY	13
THE EVENT COMMUNITY	13
COMMUNITY PARTNERS	14
CHALLENGES AND CONSTRAINTS	15
OPPORTUNITIES	16
<b>GETTING FROM GOOD TO GREAT... TOGETHER</b>	<b>18</b>
<b>A Five-Year Strategy that Communicates, Collaborates and Capacity-Builds</b>	
BUILDING A STRONG FOUNDATION	19
CAPACITY-BUILDING	20
MARKETING AND COMMUNICATIONS	25
FUNDING and REVENUE	30
RESEARCH AND MEASUREMENT	32
<b>TOFINO EVENT STRATEGY ROAD MAP —Year-by-Year Tactics</b>	<b>34</b>
<b>CONCLUSION — From 2015 to 20/20 Vision</b>	<b>44</b>
ACKNOWLEDGEMENTS AND APPENDIX	41



## EXECUTIVE SUMMARY

### **Why An Event Strategy?**

As a designated resort municipality, the District of Tofino actively seeks ways to increase visitation, enhance the visitor experience and improve the quality of life for Tofino residents. Events have been identified as one of the assets that can be further developed to achieve the objectives and goals outlined in the *Tofino Resort Development Strategy (2014)*. This strategy will explore opportunities over the next five years that leverage and build upon Tofino's current festivals and events and maximize their return on investment for the community — culturally, economically and promotionally.

The RFP for the *Tofino Event Strategy* requested the development of “a tactical and actionable strategy for the implementation and operation of Tofino's festivals and events program.” The *Tofino Event Strategy* presents a tactical, affordable and actionable plan that will enable the District of Tofino, community partners and event producers to achieve their goals.

### **Getting from Good To Great... Together**

With an emphasis on **communication, collaboration and capacity building**, the five-year plan is practical and achievable, working within the parameters of Tofino's limited funds, resources and physical space. The Tofino Event Strategy comes with one caveat — the plan will succeed if all groups identified as contributing to the plan's success commit to a collaborative approach over the five years. If everyone does their part, opportunity and growth will be realized incrementally each year, resulting in significant growth and success by year five.

The strategy focuses on the four core strategic themes identified in the RFP:

- **Capacity Building:** event production, event product development and audience development
- **Marketing and Communications:** increase audiences and destination awareness through marketing, advertising, media relations, community engagement and community partnerships
- **Funding:** applied RMI funding, new revenue sources, sponsorship
- **Research and Measurement:** assessing the success of Tofino events and the strategies outlined in the Tofino Event Strategy

### **A Five-Year Road Map**

A “road map” for the next five years is presented in the document that provides a year-by-year capacity-building approach to achieving the goals outlined in the RFP. The road map outlines a sequence of initiatives that will:

- Increase event producer skill sets through knowledge sharing and collective best practices
- Promote knowledge sharing, communications and event partnerships with community partners
- Enhance event resource support through a more defined role for the DOT festival and event services assistant
- Strategically focus event marketing to create destination visitors' awareness and interest in Tofino's event offerings
- Increase community support and event knowledge through participation and support of community partners and local residents

## Executive Summary — Five-Year Road Map

**LEGEND:** DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations  
**CAPACITY-BUILDING**   **MARK/COMMS**   **FUNDING**   **RESEARCH**

### 2015 - BUILDING A STRONG FOUNDATION THROUGH COLLABORATION

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
Establish Events Working Group with mandate to connect and guide 5-year plan. Mission to share opportunities and knowledge as the foundation for sharing success.	DOT	<b>Community representation:</b> Include one rep from DOT, TT, TLBCC, FN, PC and one event producer from each of the five event genres.	DOT	<b>Event Working Group provides leadership</b> on best practices, training and sharing opportunities to event community and oversight of 5-year event strategy.	EWG, DOT
<b>Work together to achieve the Tofino Event Strategy.</b>	EWG, DOT	<b>Host capacity-building workshops</b> for event community.	EWG, DOT	<b>With EWG, DOT organizes capacity building workshops.</b>	DOT, EWG
<b>TT and EWG/EP to develop collaborative event marketing strategy</b> using event themes.	TT, EWG, EP, DOT	EWG work with TT to develop strategies for collaborative "event genre" marketing - to be applied for 2016.	EWG, TT, DOT	<b>EWG works with event producers to create event-theme working groups</b> , collaborations and event packaging ideas for TT.	EWG, DOT, TT
<b>Consolidate event listings</b> into one comprehensive list. Include ALL Tofino events on the list.	DOT, TT	<b>Event producers contribute</b> event name, dates, short description. Submit by December for following year.	EP	<b>List is coordinated by DOT</b> Events Assistant, hosted and posted by Tourism Tofino.	DOT, TT
<b>Develop community event ambassadors with all front-line staff.</b>	EWG, TLBCC, DOT, TT, FN,	<b>Create tool-kit template</b> that all events can use to prepare promo outreach to front-line staff.	EWG, DOT	Distribution support through TLBCC	EWG, TLBCC
Determine and confirm funding alternatives should RMI funding not be available.		In order to achieve plan, DOT needs to provide commitment to baseline guaranteed funding for 5 years.		<b>Provide base event strategy funds</b> should RMI funding become unavailable.	DOT
<b>Start program of baseline market research</b>	DOT, EWG, TT, TLBCC	<b>Increase market research opportunities to measure event impact</b> and ROI to community. Develop reporting mechanisms with TLBCC.	EWG, TLBCC, TT	<b>Explore market research tracking</b> ideas as identified in strategy.	EWG, TT, TLBCC

### 2016 - LEVERAGING THE SUM OF THE PARTS

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
<b>Build relationships that result in FN participation</b> in more events.	EWG, DOT	Build upon current FN partnerships with events. <b>Discuss with FN how they can be involved.</b>	EWG, DOT	Discover <b>what participation opportunities FN are most interested in.</b>	EWG, DOT
<b>Product capacity-building</b>		<b>Increase offerings within events by collaborating with other events or producers.</b>	EWG, EP	<b>Enhance audience experience by offering wider variety of programs.</b>	EWG, EP
<b>Make and communicate a commitment to exemplary "green" event practices</b> - raise the bar and be a best practice event community.	EWG, DOT	<b>EWG work with DOT to put resources in place for excellent "green" event management.</b>		Make green resources available to all EP from community resource pool. Help all EP achieve green management excellence.	
<b>DOT works with EWG to develop RFP for shoulder-season and winter event proposals.</b>	DOT, EWG	RFP can be focused on general event (best to stay within 5 themes), or could be for specific event (e.g. music festival).	DOT, EWG	<b>Ensure RFP applicants clearly understand challenges</b> associated with shoulder and winter.	DOT, EWG

<b>Develop Tofino Events branding that helps promote all events on TT event calendar.</b> Helps create market awareness for Tofino event offerings. A strong design could also be merchandised.	EWG DOT, TT	EWG leads process with support from DOT and TT. Word mark and fun logo could be developed for application on all EP materials.	EWG, DOT, TT	<b>Use branding with event promotions,</b> packaging, print materials, advertising, social media, etc. DEVELOP FOR USE IN 2017.	EWG, DOT, TT
Working from collaborative event marketing strategy, <b>promote events using Tofino's primary event themes</b> - appealing to Tofino's target audiences: Culture, Culinary, Nature, Surf, Sport.	TT, EWG	<b>EWG/TT host session with EP to share plan</b> and ways to improve everyone's outreach and story-telling with media, locals and visitors	EWG, TT	<b>Help EP learn how to tell their stories better,</b> bigger and send it further (via capacity-building workshop referenced in plan).	EWG, TT
<b>Increase media relations outreach for each festival.</b> TT to support and assist with media outreach.	EWG EP, TT	<b>Track stories for use with sponsorship, as awareness measurement tool.</b>	EWG, EP, TT	<b>Use social media to distribute media coverage,</b> spread the word and increase visitor interest in Tofino events.	EWG, EP, TT
<b>Start discussions/research on collaborative sponsorship model.</b> Collaborative "Tofino Events" brand will be most sellable property.	DOT, EWG	<b>Work together to create inventory and sellable assets.</b> Measurement tracking and visitation numbers will be key.	DOT, EWG	<b>Build foundation information and package for distribution and solicitation</b> by end of 2016.	DOT, EWG

<b>2017 - INCREASING EVENTS, EXTENDING OUR REACH</b>					
<b>COMMUNICATE</b>		<b>COLLABORATE</b>		<b>CAPACITY-BUILD</b>	
<b>EWG, DOT host annual skills tune-up workshop for EP.</b>	EWG, DOT	<b>Host capacity-building workshops</b> for event community - support newer event producers.	EWG, DOT	Continue to host specific skill workshops if requested by EP.	DOT, EWG
<b>DOT, EWG develop RFP for shoulder season or winter events</b> for consideration. Provide seed funding.		Invite Tofino EP to respond but outreach for external responses as well.		Proposals should present ideas, budget and capacity for hosting a shoulder or winter season event.	
<b>Leverage international participation in various events</b> (surfers, carvers, chefs, etc.) and start positioning Tofino as an international event host.		EWG work with EP to identify international content in events and <b>develop strategic positioning messages for events.</b>		<b>Leverage international content/elements in media outreach.</b> Elevate Tofino's event reputation by sharing stories of international participants.	
<b>TT and EWG/EP review and adjust collaborative event marketing strategy annually.</b>	TT, EWG, EP, DOT	EWG work with TT to develop strategies for collaborative "event genre" marketing - to be applied for 2016. Producers share results on individual marketing efforts.	EWG, TT, DOT	<b>EWG, TT continue to work with EP to build marketing and media skills.</b>	EWG, DOT, TT
<b>Execute collaborative or cross-promotional marketing with Ucluelet,</b> based on plans developed in 2016.	EWG, DOT, TT	<b>Collaborate with Ucluelet event community and Tourism Ucluelet.</b>	EWG, DOT, TT	Work together to maximize visitor experience and <b>visitation to both communities.</b>	EWG, DOT, TT
<b>Create professional sponsorship solicitation package</b> using Tofino Events brand and start marketing to potential sponsors - outside the community.		<b>Leverage companies that service Tofino but not based there</b> (e.g. soft drink, beer, wine, food suppliers, transport, banking, etc.).		<b>Package opportunities into consolidated sponsorship solicitation</b> - work out sharing formula for events or put into event pool for distribution to events.	
<b>Communicate funding focus on new product support</b> to develop shoulder/winter season.	DOT	Commit start up money for new 2017 event (\$15,000).	DOT	<b>Support new event with EWG resources and marketing support.</b>	EWG, DOT, TT
<b>Continue program of market research,</b> maintain statistics for use with sponsorship marketing.	DOT, EWG, TT, TLBCC	<b>Increase market research opportunities to measure event impact and ROI to community.</b> Develop reporting cooperation through partnership with TLBCC.	EWG, TLBCC, TT	Explore market research tracking ideas as identified in strategy.	EWG, TT, TLBCC

## 2018 - LOCAL PRIDE, INTERNATIONAL ATTENTION

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
As sponsorship comes available, issue RFP for signature event - e.g. symphony on the beach; world food and wine event; etc.	EWG, DOT, TT	Collaborate with sponsor partner to develop event - work in partnership with event producer (likely external).	EWG, DOT, TT	Build knowledge base of events working in international communities similar to Tofino.	EWG, DOT, TT
Continue to foster FN inclusion within events and as stand alone FN events.	EWG, DOT, TT, FN	Work with FN to develop Aboriginal Festival, led by local FN but including other FN on Vancouver Island and beyond.	EWG, DOT, TT, FN	Signature FN events and participation creates opportunity for 6th event theme – Aboriginal.	EWG, DOT, TT, FN
Continue to build upon collaborative or cross-promotional marketing with Ucluelet, based on plans developed in 2016	EWG, DOT, TT	Collaborate with Ucluelet event community and Tourism Ucluelet.	EWG, DOT, TT	Work together to maximize visitor experience and visitation to both communities.	EWG, DOT, TT
Communicate funding focus on new product support to develop shoulder/winter season	DOT	Commit start up money for new 2018 event (\$15,000).	DOT	Support new event with EWG resources and marketing support.	EWG, DOT, TT
Having built-up "Tofino Events" brand and look, develop and execute merchandise line, as revenue stream into Tofino community event budget.	DOT, EWG	Work with all EP to have merchandise at each event. Percentage sold at each event can directly benefit that event. Other revenue benefits DOT community fund.	DOT, EWG	Enhances event experience for participants looking for souvenirs and who want to support events.	DOT, EWG

## 2019 - CELEBRATING FROM GOOD TO GREAT

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
Launch annual event marketing featuring NEW signature 2019 event. Collaborate with sponsor and signature event team to cross-promote event. Leverage earned media promotion via media relations built over past five years.	EWG, DOT, TT	Collaborate with sponsor partner to develop event - work in partnership with event producer. Ensure locals have access to new signature event experience.	EWG, DOT, TT	Assess success of signature event, build upon for 2020 and RFP to add one more if calendar and capacity allow.	EWG, DOT, TT
Position "Tofino Events" brand as: 1) green 2) authentic 3) international. Communicate messages internationally. Work with Destination BC to further strengthen brand position.	TT, EWG	EWG work with TT to identify international content in events and develop strategic positioning messages for events.	TT, EWG	Continue to leverage international content/elements in media outreach. Elevate Tofino's event reputation by sharing stories of international participants.	EWG, DOT, TT
Based on success of Tofino's green events commitment, use success as promo tool - "Tofino Events - Naturally Spectacular".	EWG, DOT, TT	Develop best practices for types of events that Tofino will and won't consider - will minimize solicitation by external event producers with projects that don't align with Tofino's "green" event values.	EWG, DOT, TT	Invite the world to share in Tofino's authenticity - great events that reflect our values.	EWG, DOT, TT
At end of 2019, assess impact of 5-year strategy. Do solid, successful events now fill the Tofino event calendar year-round? How close is each event to being sustainable (with continued marketing support from TT).	EWG, DOT, TT	Review collaboration structure - how can it be improved, made more efficient? What have we learned - share and celebrate with community.	EWG, DOT, TT	Assess next best course of action for Tofino events. Continue with brand consistency and adjust events based on annual research and results.	EWG, DOT, TT
Assess success and impact of TT event marketing strategy. Create new plan for next 3 - 5 years in collaboration with EWG.	TT, EWG, EP, DOT	EWG work with TT to develop strategies for collaborative next phase marketing. Producers share results on individual marketing efforts.	EWG, TT, DOT	EWG, TT continue to work with EP to build marketing and media skills.	EWG, DOT, TT



## INTRODUCTION

As a designated resort municipality, the District of Tofino actively seeks ways to increase visitation, enhance the visitor experience and improve the quality of life for Tofino residents. To that end, Tofino's diverse array of festivals and events are poised to become an increasingly important part of Tofino's tourism offerings. In this strategy we will explore opportunities over the next five years that leverage and build upon Tofino's current festivals and events and maximize their return on investment for the community — culturally, economically and promotionally.

From the District of Tofino RFP document:

*Tofino is seeking to optimize shoulder- and off-season visitation in order to develop a year-round tourism economy. The recently completed Tourism Master Plan has identified the development of an event strategy as a tool to build Tofino's capacity to provide exceptional visitor experiences, a diversity of offerings, and a strong value proposition to visit throughout the year.*

*Tofino's event scene is vibrant; however, growth is limited by the community's event producing capacity, which is largely reliant on the efforts of local volunteers and community groups.*

In Tofino's core strategic documents, festivals and events have been identified as promising tourism drivers, as mentioned in each of these strategies:

- District of Tofino: Tourism Master Plan (2014)
- District of Tofino: Resort Development Strategy (2012 – 2016)
- Tofino Vision to Action: Sustainable Community Plan (2014)

Events have been identified as one of the assets that can be further developed to achieve the objectives and goals outlined in the *Tofino Resort Development Strategy (2014)*. Goal 5.1 outlines direction for fostering Tofino's events as tourism and economic drivers:

### **5.1 GOAL: INCREASE AWARENESS OF TOFINO'S 'ECLECTIC' NATURE**

*The key objective is to develop visitor amenities that promote Tofino's unique arts and cultural experience year-round.*

- *Raise visitor awareness of local tourism assets such as our festivals and events; funky shops; arts and food culture; and First Nations art and culture.*
- *Manage future visitation growth so that the special 'eclectic' character of Tofino is retained.*
- *Develop shoulder- and off-season programming and tourism assets that assist in prolonging the tourism season.*
- *Support a vibrant artistic community to diversify the economic base.*
  - *Provide dedicated arts programming space in both the downtown core and the proposed Civic Centre.*
  - *Engage local artists and artisans in vitalization efforts throughout the community.*

#### *Special Events and Festival Support*

##### *Performance Measurement:*

- *Increased number of visitations to local festivals and events.*
- *Increased festival attendance by 2% per year.*
- *Net increase of one festival during shoulder season or supporting the expansion of an existing event.*
- *Development of special event and festival calendar*
- *Increased visitor information available on District website*

As identified in the Tofino Resort Development Strategy, with operational and capacity-building support, the event community can capitalize and leverage the community's strong event foundation:

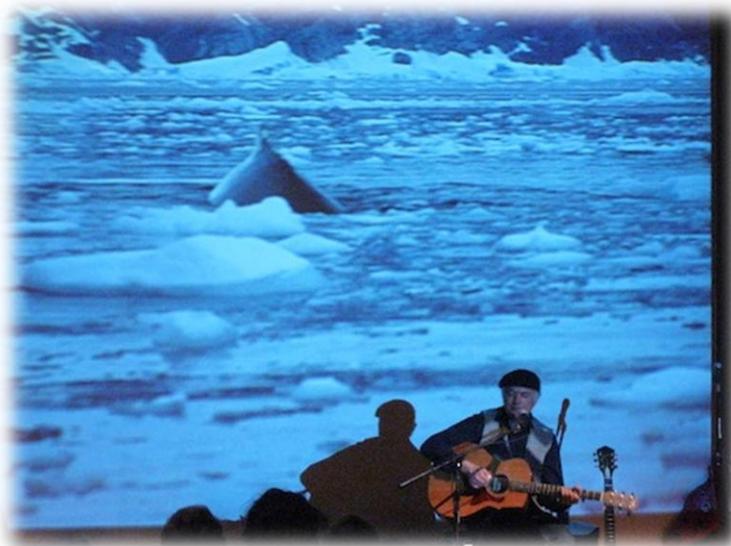
### **6.3 RESORT SERVICES**

#### **6.3.2 Special Events and Festival Support**

*A significant component of the local tourism economy, particularly during the shoulder- and off-seasons, is attributed to the various local special events and festivals. Many of these events have reached operational capacity due to the exclusive reliance on the efforts of local volunteers and community groups. Operational support to existing and new special events and festivals will allow this sector to capitalize on a strong foundation, built by the local volunteer base, and augment an already vibrant festival scene.*

Tofino has a resourceful event community. With limited funds and relying primarily on volunteer efforts, they have produced a rich variety of events that are in various stages of development. Some are seasoned favourites with reliable attendance, others are just starting out, working to build their audiences. As Tofino's events are produced by many different groups and individuals, the key to greater success will lie in collaboration between all of them, along with the District of Tofino, Tourism Tofino and other key community stakeholders.

Tofino's festivals and event community is dynamic, energetic and enthusiastic. Working together, and in collaboration with the District of Tofino, Tourism Tofino and other community stakeholders, they can take Tofino's event offerings and reputation to world-class levels and establish Tofino as an international event destination.



Pacific Rim Whale Festival, Photo: Jeff Hochhalter

## **GUIDING THE TOFINO EVENT STRATEGY**

A discovery workshop was held for Tofino event stakeholders in January 2015. At the workshop, participants developed a vision, values and guiding principles to be used in the development and delivery of Tofino's five-year event strategy:

### **VISION**

Tofino's five-year event strategy will serve as a strategic road map for event organizers, the District of Tofino, Tourism Tofino and community stakeholders to foster a vibrant, sustainable, fun and collaborative year-round program of events that celebrate and honour Tofino's natural and cultural assets including arts, culinary, sporting, educational and First Nations events — resulting in increased local attendance and tourist visitation, increased economic opportunities and enhanced market awareness for Tofino.

### **VALUES**

- **Sustainable**
- **Authentic**
- **Fun**
- **Creative/Innovative**
- **Inclusive/Collaborative**

### **GUIDING PRINCIPLES**

1. The Plan (and Tofino's festivals and events) will reflect community authenticity with strategies and tactics that resonate with locals and visitors.
2. The Plan will build upon existing strengths so we realize our full potential.
3. The Plan will consider the DOT's RMI-based funding criteria:
  - a. Drives visitation
  - b. Enhances visitor experience
  - c. Grow shoulder- and off-season traffic
4. The Plan will align with Tofino's culture and brand.
5. The plan will foster regional inclusiveness — First Nations, Pac Rim neighbours.
6. The plan will demonstrate a willingness to "incubate" new event and festival ideas that may be brought to success.
7. The Plan will promote transfer of knowledge collaboration amongst the event community.

### **FOCUSING ON THE TACTICAL AND PRACTICAL**

A strategic plan is only as good as the proponents' ability to execute it. The RFP for the *Tofino Event Strategy* requested the development of "a tactical and actionable strategy for the implementation and operation of Tofino's festivals and events program." The *Tofino Event Strategy* presents a tactical, affordable and actionable plan that will enable the District of Tofino, community partners and event producers to achieve their goals.

With an emphasis on communication, collaboration and capacity building, the five-year plan is practical and achievable, working within the parameters of Tofino's limited funds, resources and physical space. The Tofino Event Strategy comes with one caveat — the plan will succeed if all groups identified as contributing to the plan's success commit to a collaborative approach over the five years. If everyone does their part, opportunity and growth will be realized incrementally each year, resulting in significant growth and success by year five.

## CURRENT CONDITIONS:

### TOFINO'S CURRENT EVENT INVENTORY

Tofino currently hosts more than 25 events throughout the year, primarily from May to November. A wide variety of themes and experiences are represented.

Event	Organization	2015 DATES	TYPE
Tofino Film Festival	Tofino Film Festival Society	April 30 - May 3	CULTURE
Pacific Rim Summer Festival	Pacific Rim Arts Council	June 21 - July 5	CULTURE
Canada Day Celebrations	Tofino Recreation Commission	July 1	
Tofino Lantern Festival	Raincoast Education Society	August 16, 2015	CULTURE
Otalith Festival	Pacific Rim Music Festival Society	August 21 - 22	CULTURE
Carving on the Edge Festival	Carving on the Edge Festival Society	August 28 - September 13	CULTURE
Cultural Heritage Festival	Pacific Rim Arts Council	Sept 19 - Sept 27	CULTURE
West Coast Winter Music Series	West Coast Winter Music Society	November to April	CULTURE
Arts on a Half Shell	Tofino Arts Council		CULTURE
Tofino Public Market	Tofino Public Market Society	May 16 - September 16	CULTURE
Pacific Rim Tea Festival	Tea Retailers	April 10 - 12	CULINARY
Feast Tofino	Independent Contractor	May 1 - 29	CULINARY
Tofino Food and Wine Festival	Tofino Food and Wine Festival	June 5 - 7	CULINARY
Clayoquot Oyster Festival	Clayoquot Oyster Festival Society	November 20 - 22	CULINARY
Pacific Rim Whale Festival	Pacific Rim Whale Festival Society	March 14 - 22	NATURE
Tofino Shorebird Festival	Raincoast Education Society	May 1 - 3	NATURE
Tuff City Skateboard Competition	Tofino Recreation Commission	July 1	SPORT
Tofino Salt Water Classic		July 4 - 5	SPORT
Rip Curl Pro Tofino	Rip Curl	May 29 - 31	SURF
Surf SUP Island SUP Series	Surf SUP inc.	July 18, 2015	SURF
Surf's Up	SUPA	September 12 -13	SURF
Bruhwiiler Kids Surf Classic	Tofino Paddle Surf	September 19, 2015	SURF
Queen of the Peak	Surf Sister Surf School	October 2 - 4	SURF
Tofino Paddle Surf Invitational	Tofino Paddle Surf	October 23 - 25	SURF

### THE EVENT COMMUNITY

The Tofino event producing community is a mixture of paid and volunteer organizers. Volunteers make up the majority of event producers and of the producers that are paid, remuneration generally reflects a part-time position. Several producers have expressed the challenge of trying to produce high-calibre events “off the side of their desk.” While community passion, commitment and experience has created and delivered good events, the primarily volunteer resource model has also created challenges. Volunteer burnout has been identified as a concern, as have the challenges of funding, timelines and recruiting more human resources to the cause.

## COMMUNITY PARTNERS

Most resort communities have key community partners who represent various sectors of community leadership and economic development. In Tofino, the primary community partners are identified as:

- District of Tofino (municipal government)
- Tourism Tofino (destination marketing organization)
- Tofino-Long Beach Chamber of Commerce (business advocacy and network)
- Tla-o-qui-aht First Nations (local Aboriginal community and government)
- Parks Canada (federal government department operating federal reserve park)

When it comes to events, the District of Tofino and Tourism Tofino are currently the most engaged community partners. District of Tofino supports events through grants of RMI funds to events, RMI expenditures on event infrastructure/equipment and in providing event coordination and marketing support through the services of the festivals and events assistant. Tourism Tofino provides event marketing support, event media relations support and hosting the Tofino event calendar listings on their website.



Tofino Public Market, photo: Jill Nancy

The success of the Tofino Event Strategy will rely heavily on collaboration — between event producers, community partners, arts organizations and the Tofino community. Accessing the experience, knowledge, communication conduits and membership/audiences of the key community partners will enable Tofino’s events to extend their reach, create greater market awareness, recruit more volunteers and increase community engagement. Understanding that funding resources are in short supply, the following chart outlines the assets that the community partners can bring to Tofino’s Event Strategy, requiring a commitment focused primarily on engaging some of their time and skill-based/operational resources.

COMMUNITY PARTNER	How can they contribute to the success of the Tofino Event Strategy?
<b>District of Tofino</b>	<ul style="list-style-type: none"> <li>• Funding through RMI funds</li> <li>• Assistance with event coordination and marketing (conduit to TT)</li> <li>• Volunteer appreciation</li> </ul>
<b>Tourism Tofino</b>	<ul style="list-style-type: none"> <li>• Event marketing</li> <li>• Support event media requests</li> <li>• Event calendar listings on website</li> </ul>
<b>Tofino-Long Beach Chamber of Commerce</b>	<ul style="list-style-type: none"> <li>• Communicating event messaging to business community, through outreach and information training through the Tofino Ambassador Program</li> <li>• Engaging business community in event sponsorship</li> </ul>
<b>Tla-o-qui-aht First Nations</b>	<ul style="list-style-type: none"> <li>• Event awareness to FN community</li> <li>• Volunteer recruitment within FN community</li> <li>• Developing FN cultural events</li> <li>• Partnering with events to deliver FN cultural components</li> </ul>
<b>Parks Canada</b>	<ul style="list-style-type: none"> <li>• Event awareness to Park visitors</li> <li>• Partnering with events to host activities</li> </ul>

## **CHALLENGES AND CONSTRAINTS**

Tofino's events are challenged or constrained by the following issues and pre-existing conditions:

### **Transportation and Access**

Located at the end of the Pacific Rim Highway, a winding drive along a narrow mostly two-lane road, getting to Tofino is a commitment for visitors traveling by car. Transport is also available by plane or bus. Tofino's location on the far west of Vancouver Island makes it primarily an overnight destination for most visitors.

### **Accommodation**

The Tofino area is home to over 1,500 accommodation units ranging from luxury hotels to B&Bs and vacation rental homes. Four campgrounds offer camping and recreational vehicle (RV) sites. The accommodation inventory is robust for a community of Tofino's size, but as it is close to full during some core events, it will be difficult to increase event audiences for some of Tofino's event offerings.

### **Seasonality**

Like many visitor destinations, Tofino experiences variations in visitor volumes throughout the year. The summer months tend to see the largest visitor numbers, followed by spring and fall. Winter months from November to February tend to have the lowest overall visitation. Occupancy rates at accommodation providers during the peak months of July and August are generally at or near capacity\*.

The seasonality of weather plays an important role in Tofino's event offerings as well. There are few large weatherproof venues for event producers so most events are vulnerable to varying weather conditions. The winter season brings rain and storms, which Tofino strategically promotes as "storm-watching" season but this time of year makes for challenging event production.

(\*from *Tofino Tourism Master Plan*).

### **Geography**

Tofino is an ecologically diverse landscape rich in natural and human history and is designated as part of the Clayoquot Sound UNESCO (United Nations Educational, Scientific and Cultural Organization) Biosphere Reserve. The Tofino mudflats, designated as a Wildlife Management Area, span an area of 2,100 hectares and are situated largely within district boundaries. Long Beach in the Pacific Rim National Park is a popular tourist attraction for surfers and sightseers, offering magnificent views year-round.

While these natural sites provide an important boost to the local economy, they also pose several challenges and limitations in regard to development and growth management. Finding a balance between the optimal level of development, while simultaneously ensuring the protection of natural species, wildlife and old growth forests is critical.\*\*

(\*\* from Tofino Vision to Action Sustainable Community Action Plan)

### **Venues**

Many of Tofino's events take advantage of its spectacular outdoor environment and some events rely on Mother Nature entirely. While there are some smaller indoor venues available to events, along with the community hall, there are no purpose-built event facilities in Tofino such as an outdoor amphitheatre or indoor arts centre. The creation of a civic centre that would be a hub for community arts and culture is under consideration but no concrete plan is in place. Given the lack of large indoor event space, many event producers stage events outdoors, incurring costs for large tents and other equipment required to create a weatherproof venue.

## Funding

Tofino's events currently have limited funding sources, relying primarily on community sponsorships, participant revenue and, to a lesser degree, a portion of RMI funds allocated by the District of Tofino.

As one of 14 designated resort municipalities, the District of Tofino receives funds from the Government of BC's Resort Municipality Initiative funding, better known as "RMI money". RMI money provides an ongoing incentive-based funding stream (using hotel tax revenues) to assist resort municipalities in maintaining and growing a robust regional tourism economy. RMI funding is also intended to address and support the unique challenges and opportunities faced by small resort municipalities.

The provincial government criteria for use of RMI money is very specific. It cannot be used for general municipal operations — the funds must be used in the context of Tofino's role as a resort community. The development and promotion of events that attract visitors and foster increased awareness of Tofino as a vibrant destination fits fully into the current RMI criteria. To that end, from 2012 to 2014, the District of Tofino invested \$95,000 of RMI funding in festival and event-based initiatives. They anticipate investing \$60,000 – \$62,000 in 2015.

It's important to note that the ongoing certainty of RMI funding is not guaranteed. The Government of BC is reviewing the RMI program and considering its merit after 2017. **Should the RMI funds cease to be available, Tofino will need to consider other methods of funding festival and event development and growth, such as providing support through economic development funds.** Core funding will continue to be necessary in order to seed and nurture new and developing events.

Since 2012 RMI funds have been allocated as outlined here:

EXPENDITURES:	2012	2013	2014	2015
Direct event support	\$2,500.00	\$10,221.95	\$27,040.27	\$20,000.00
Administrative support	\$7,833.98	\$9,981.08	\$19,700.46	\$20,000.00
Strategic Plans			\$11,315.41	\$12,000.00
Other/Miscellaneous event-related	\$1,758.35	\$389.00	\$821.61	
Resources/Equipment		\$2,929.13		\$10,000.00
<b>TOTAL RMI FUNDS TO EVENTS</b>	<b>\$12,092.33</b>	<b>\$23,521.16</b>	<b>\$58,877.75</b>	<b>\$62,000.00</b>

## OPPORTUNITIES

At the January 2015 discovery workshop, event stakeholders used the principles of Appreciative Inquiry (outlined in table), to share their opinions and ideas about the potential of Tofino's events.

Principles of Appreciative Inquiry (AI):

The Constructionist Principle	What people focus on becomes their reality and the language they use creates their reality.
The Positive Principle	Focusing on the positive and adopting positive language promotes positive results.
The Simultaneity Principle	Inquiry and change can happen simultaneously. Little or no time is spent on root causes or delving into the past. Change starts immediately upon intent.
The Poetic Principle	AI sees organizations more as a story than a state. Continual stories are told about the organization's past, present and future. Sharing positive stories shapes the way people think and act.
The Anticipatory Principle	Our images of the future can affect the way we behave in the present. If we have a desirable image of the future, we are likely to behave in ways to achieve it.

Rather than a traditional SWOT analysis, Appreciative Inquiry was used to encourage the participants to view their potential from a positive perspective — focusing on what’s working and what could be achieved. Using this approach, the group worked together to establish the shared vision and values outlined earlier, and engaged in discussion focused on identifying ways to collaborate for shared success over the next five years.

Discovery Workshop Findings – Summary Version

<p><b>1) DISCOVER What’s Working / Appreciated:</b></p> <ul style="list-style-type: none"> <li>▪ Events reflect Tofino lifestyle, authentic</li> <li>▪ Loads of character</li> <li>▪ Diverse, dynamic, magical</li> <li>▪ Inviting for visitors and locals</li> <li>▪ Council and community support</li> <li>▪ Grassroots, organic</li> <li>▪ A variety of themes that resonate with visitors and community</li> <li>▪ Engagement in the arts community</li> <li>▪ Huge source of community pride</li> <li>▪ First Nations-partnered events</li> <li>▪ Cutting edge and youthful</li> <li>▪ Fun. Eclectic. Creative</li> </ul>	<p><b>2) DREAM What Might Be / Envisioning Results:</b></p> <ul style="list-style-type: none"> <li>▪ Organization &amp; planning – longer lead times</li> <li>▪ Visibility in town</li> <li>▪ Expand seasons</li> <li>▪ Involve more people in arts activities</li> <li>▪ New energy from volunteers from a broader base/background</li> <li>▪ Commitment to make events happen</li> <li>▪ An ability to respond to “seize the moment” as new opportunities arise</li> <li>▪ Big vision thinking – have two or three anchor events or event themes (e.g. food, surf, culture)</li> <li>▪ Opportunity for collaborative Pac Rim marketing with Tourism Tofino and the community</li> <li>▪ Destination awareness and event success</li> <li>▪ Access to funds</li> <li>▪</li> </ul>
<p><b>3) DESIGN – What Could Be / Co-constructing:</b></p> <ul style="list-style-type: none"> <li>• Getting word out is getting easier</li> <li>• Established events with a following</li> <li>• Finding directors – money short always, tapping same resources</li> <li>• Increase out-of-town folks attendance</li> <li>• As well as creative, events need to be seen as an economic investment with DOT and TT</li> <li>• Strategic and administrative support – proactive and financial</li> <li>• Venues with proper stage and green room</li> <li>• Collaboration between partners in Tofino, Ucluelet, Pac Rim National Park and FN</li> <li>• Create an event calendar for tourists</li> <li>• Learn how to find funding and partnerships</li> <li>• Larger outward focus on natural elements (Clayoquot Sound, rain, etc.)</li> <li>• Collaboration with District of Tofino</li> <li>• Community business engagement with events</li> <li>• Create ways/places for festival organizers to meet together</li> <li>• World-class food and accommodation so we should have world-class festivals</li> </ul>	<p><b>4) DESTINY How to Empower, Learn, Improve / Sustaining</b></p> <ul style="list-style-type: none"> <li>• Promote events that are youth led, youth focus</li> <li>• Community hall renovation in a meaningful way</li> <li>• Elevate the bar on the level of entertainment</li> <li>• Young, vibrant, progressive</li> <li>• Not afraid to change and grow</li> <li>• Iconic public venue</li> <li>• Educational tourism events in the off-season (workshops, conferences)</li> <li>• Collaboration between events</li> <li>• Use Tofino’s green reputation (go car-free, event composting, no single-use, recyclable containers, etc.)</li> <li>• Improve success through long-range planning</li> <li>• Increase ticket sales</li> <li>• Improve or resolve lack of transportation between towns most of the year</li> <li>• Create proper outdoor venues for all-weather</li> <li>• Develop strategies for securing cash resources</li> <li>• Leverage winter with winter weather event ideas</li> </ul>

## GETTING FROM GOOD TO GREAT... TOGETHER: A Five-Year Strategy that Communicates, Collaborates and Capacity-Builds

Given its size, location and seasonal weather challenges, Tofino has a remarkably vibrant and extensive festivals and events calendar. With more than 25 events throughout the year (primarily from April to November), including multi-day culinary festivals; surf events; celebrations of nature; recreational sport competitions; and multi-disciplinary arts festivals; **Tofino has an events inventory that adds up to more than just the sum of its parts.**

While Tofino doesn't have one "world-renowned" signature event, several longer-running and larger events have proven to be very successful, encouraging diversity and growth for the Tofino event scene. The success of these events has allowed smaller (but growing) events to follow, with new events and new community producers emerging over the past few years.

Currently there is no primary producing body or centralized office, so most of Tofino's events are produced by volunteer committees and boards. In a small town, recruiting more sponsors and fresh volunteers can prove a challenge when all the events share the same pool of volunteers, sponsors and (local) audience. Many producers have referenced volunteer burnout as a concern but a forum for addressing concerns through regular event stakeholder discussions doesn't currently exist. **Imagine the possibilities if all of the community's event producers, with their variety of skills, experience and knowledge, met regularly to communicate, collaborate and capacity-build.**

Many of the challenges shared by Tofino's event producers can be resolved by collaborating on the solutions. Given that small communities have access to fewer resources, creating an event stakeholders working group provides a forum in which producers can share resources with each other. For example, many events need the same type of equipment, so group purchasing or creating a cooperative event equipment pool could benefit every event. Working together to achieve "bulk" rates on rental equipment, accommodation or food services could also deliver greater affordability for everyone in the event community.

Sharing resources is strategic but sharing ideas and knowledge is even more critical — about marketing, scheduling, venue use, traffic management, security, liquor licenses, bylaws, tourism, attendance, promotions, research and many other issues that concern all of Tofino's event producers. A commitment to **collaboration** and **communication** offers Tofino event producers an opportunity to **capacity-build** with each other. Sharing insights on everything from social media strategies to equipment rental companies to volunteer training, Tofino can benefit greatly from its event producers sharing their ideas and knowledge. The event community can also benefit from collective capacity building by hosting workshops in essential event management skills that all event producers are invited to attend.

Event marketing provides another opportunity to communicate, collaborate and capacity-build. Grouping events into appealing, marketable categories provides the opportunity to elevate awareness, interest and market reach to Tofino's key tourism target markets. When put into iconic one-word categories, Tofino's event product strength becomes even more apparent.

Over time, five prominent event themes have emerged: culture, culinary, nature, surf and sport. These themes provide a strong foundation for collaborative marketing, media, cross-promotions and resource sharing.

## **BUILDING A STRONG FOUNDATION**

The RFP for the Tofino Event Strategy divided the plan's requirements into two phases, with the following core themes:

### **FIRST PHASE 2015-2017**

- i. Financial models and revenue opportunities.*
- ii. Solutions for increasing event attendance and maximizing return.*
- iii. Effective tools for marketing outreach and event packages.*
- iv. Measurement methods and criteria to assess impact.*
- v. Roles and responsibilities of community partners (core competencies, streamline efforts).*
- vi. Enhancement of producer skill sets and quality of events produced.*

### **SECOND PHASE (2018-19)**

*Identify a vision for growing and expanding Tofino's event program in the shoulder and off-seasons through:*

- i. Event hosting.*
- ii. Soliciting and responding to new events.*
- iii. Filling-in shoulder- and off-season gaps.*

As is often the case in small communities, the most effective way to produce something significant is by working together. Tofino's community partners and event producers all have limited resources, but by coming together to collaborate and leverage the potential of existing resources, Tofino is positioned to achieve great results.

Teamwork and a shared passion for growing Tofino's events into a meaningful tourism driver will be essential to the success of this plan. Every organization that's been identified as part of the strategy must fully commit to contributing energy and effort to executing their strategic directives. A focus on collaboration and "playing to our strengths" will allow Tofino to achieve its event goals. The impact of consistent messaging, quality experiences, diverse offerings and increased community engagement will allow Tofino to realize the potential of its event sector.



Surf SUP Island SUP Series, photo: [www.coastalbc.com](http://www.coastalbc.com)

But if events or community partners choose to work in isolation, they undermine the power of the sum of the parts. Individual events will continue to exist, but their value as meaningful contributors to the local economy will be underestimated. The measureable benefit of each individual event is harder to assess than the cumulative benefits of a thriving, collaborative event sector.

As the Principles of Appreciative Inquiry suggests, "What people focus on becomes their reality and the language they use creates their reality." With collaboration and commitment, change can happen quickly and while discussion still takes place, "Inquiry and change can happen simultaneously. Little or no time is spent on root causes or delving into the past. Change starts immediately upon intent."

The road map to collaborative success can start now if everyone involved believes that it can start now.

***"Coming together is a beginning; keeping together is progress; working together is success." — Henry Ford***

## MAPPING FIVE YEARS OF GROWTH AND OPPORTUNITY

The strategy focuses on the four core strategic themes identified in the RFP:

- **Capacity Building:** event production, event product development and audience development
- **Marketing and Communications:** increase audiences and destination awareness through marketing, advertising, media relations, community engagement and community partnerships
- **Funding:** applied RMI funding, new revenue sources, sponsorship
- **Research and Measurement:** assessing the success of Tofino events and the strategies outlined in the Tofino Event Strategy

A “road map” for the next five years is presented in the document that provides a year-by-year capacity-building approach to achieving the goals outlined in the RFP. The road map outlines a sequence of initiatives that will:

- Increase event producer skill sets through knowledge sharing and development of shared best practices
- Promote knowledge sharing, communications and event partnerships with community partners
- Enhance event resource support through a more defined role for the DOT festival and event services assistant
- Strategically focus event marketing to create destination visitors’ awareness and interest in Tofino’s event offerings
- Increase community support and event knowledge through participation and support of community partners and local residents

## CAPACITY BUILDING

### Establish Events Working Group (EWG)

In order to achieve the plan together, event producers and community partners must work together. Providing leadership and oversight to the Tofino Event Strategy, this group will provide community leadership, guide the initiatives identified in the strategy and serve as “ambassadors” for plan — elevating events as a strong economic driver for Tofino. This group will report out to the event community and other stakeholders, to ensure ongoing community engagement.

Recommended representation\* for the Events Working Group:

<b>Community Partners:</b>	<b>Event Community Representation:</b>
1. District of Tofino RMI staff (1)	1. Culture (1)
2. Tourism Tofino staff (1)	2. Culinary (1)
3. Tofino-Long Beach Chamber of Commerce (1)	3. Nature (1)
4. Tla-o-qui-aht First Nations (1)	4. Surf (1)
5. Parks Canada (1)	5. Sport (1)
Group supported by District of Tofino’s Festivals and Events Assistant	

*\*Recommended two-year terms with alternating changeovers for continuity.*

The EWG’s mandate will be supported by the District of Tofino’s festivals and events assistant. This role will be a unifying resource to facilitate communication amongst the working group, follow up on action items given to the EWG and ensure that the strategy’s tactics continue to be actioned. The festivals and events assistant must also serve as communicator, collaborator and capacity-builder — keeping everyone and everything on track.

The Events Working Group should meet monthly (perhaps even more frequently in the early stages of the plan) to put tactics into action and follow-up on tactics already underway. A commitment to accountability will be essential. A more intense burst of focused energy in the early days of the plan will help create enthusiasm and build greater momentum for success.

Sharing your plans, timelines and achievements with the event community and the community-at-large will also be important to the strategy's success. The more enthusiastic the community is about supporting event success in Tofino, the easier it will be to execute the strategy.

### **Celebrate this community venture**

As soon as the EWG is formed, consider hosting a "Tofino Event Strategy" kick-off reception to celebrate the start of your collaborative commitment to success. Invite all of Tofino's event stakeholders and community partners to "sign on" to the plan with the symbolic signing of a poster with the strategy's vision and values outlined. Have copies made and display them at DOT Municipal Hall and wherever the EWG meets.

### **The Events Working Group will provide leadership and direction for key strategic initiatives:**

#### **Level the playing field**

The event community has expressed some confusion about the process to apply for RMI funds and in how the event funds are awarded. Input from the event community can help ensure that the application process is understood by everyone and that the selection process is transparent, fostering more engagement and a better understanding of the funding choices being made.

With input from the event community, the EWG should recommend criteria for the RMI event funding application, assessment and selection process to the District of Tofino. The support of a fully engaged advisory committee will assist the DOT in investing wisely and supporting the values of collaboration and inclusiveness.

#### **Foster event-to-event collaboration**

The EWG will work with event producers to foster collaborations between events in areas such as:

- Production cost-sharing
- Cross-promotion between events
- Partnership between two events to create a bigger shared opportunity
- Programming support
- Talent sharing
- Best practices

The EWG should also foster closer working relationships with the RCMP as well as other first responders and health care providers. It's important for the health and safety sector to be familiar with each event's operating plan and potential impact on health and safety services.

#### **Coordinate resource-sharing**

The EWG will work with the District of Tofino to determine common resources that all events use such as waste management systems, traffic barriers, display boards, stages and other equipment, that would be cost-effective to purchase as the budget allows, for shared community event use. The program could require user fees to cover maintenance and upkeep, but the cost-savings could be substantial over individual rentals. A shared accommodation inventory pool should also be developed, working with Tourism Tofino and local accommodation providers to donate a percentage of room nights into an event-use pool. This will reduce the number of event producers approaching the accommodation providers for donated rooms throughout the year.

### Coordinate capacity-building workshops for Event Community:

Capacity-building is a critical element of the Tofino Events Strategy, ensuring that each all Tofino’s events reach their potential by achieving the highest levels of quality in event planning, promotion, production and delivery. With varying levels of experience within Tofino’s event community, this creates an opportunity to collectively raise the bar of professionalism, creating consistently high-calibre experiences at all Tofino events.

The EWG, working with the District of Tofino, will host a series of event production skill development workshops. The following series of workshops are recommended, with one delivered every quarter:

- Event marketing and social media tools
- Event financial management
- Volunteer management & development
- Cooperative resource sharing and group buying power
- Community engagement and promotion strategies
- Grants, sponsorship and revenue generation
- Media relations and outreach strategy
- Event production excellence and efficiencies
- Event content development
- Branding, marketing and promotions

The EWG or the event community may recommend additional workshop topics. A skills assessment/request survey could be sent out annually to determine the key learning areas for each year. Once the event community has addressed its identified skill needs, then a once-a-year tune-up workshop could be offered to address new media tools, event trends, challenges and opportunities, etc.

### Product development

The EWG can provide input and recommendations to the District of Tofino in the development of new event product Request for Proposals (RFPs). In 2016, the first RFP should be issued for the addition of a new event in the shoulder or winter season. The EWG can provide insight about event trends and opportunities. The RFP should be open to both internal and external event producers.

New event products can come on-line in 2017, 2018 and in 2019, with increased sponsorship, marketing and producing capacity, the new products initiative would culminate with a new signature event in 2019. The event product program must be supported with baseline funds for the first 1-3 years in order to support incubation and sustainability (see chart in funding). Community-resourced ideas could be considered for the signature events and ideas could be sourced via RFP. Some ideas for consideration include:

<p><b>New Event Product Ideas:</b></p> <ul style="list-style-type: none"><li>• On-water events (kayak competitions, long boat races, outrigger events)</li><li>• International surf competition</li><li>• Winter event – StormFest – build on storm watching brand to create spectacular winter outdoor experiences, education, winter cooking etc.</li><li>• Create “super-event” by combining two existing events or expanded umbrella event over two complementary existing events – position them on back to back weekends.</li><li>• The Great Tofino Block Party – close down main street for street dance, food, beer garden, etc.</li></ul>	<p><b>Signature Event Ideas:</b></p> <ul style="list-style-type: none"><li>• <b>Outdoor concert</b><ul style="list-style-type: none"><li>○ Symphony Orchestra on one on of the beaches</li><li>○ Symphony on barge on the water</li><li>○ The Forest Orchestra – musical experience walk/hike with orchestra positioned throughout forest</li></ul></li><li>• <b>“Planet PacRim” Eco-Celebration</b> – a multi-disciplinary international celebration of the earth, earth sciences, nature, outdoor recreation, spirituality, etc.</li><li>• <b>Multi-sport event</b> for families using land, water, natural environment. (e.g. family version of Tuff Mudder event)</li></ul>
---	---

### **Foster event engagement with Tla-o-qui-aht First Nations**

Participation of the Tla-o-qui-aht First Nations on the EWG will foster increased communication, engagement and opportunities to explore greater involvement in Tofino's event offerings. From being part of existing events as artists, performers or attendees, to developing a First Nations stand-alone feature event, collaboration between the Tla-o-qui-aht First Nations and Tofino has the potential to greatly benefit both communities.

### **Policy recommendations**

The EWG will support the District of Tofino as requested to recommend or review event-based municipal policies, by-laws or best practices, e.g. Tofino "Green" Event Management policy

### **Create and manage a collaborative community volunteer pool**

In addition to sharing production resources, the creation of a collaborative volunteer pool would ease the burden of volunteer recruitment, training and recognition for each event. Using the resources of the DOT Festivals and Events assistant, a volunteer engagement and recruitment program (Tofino Event Team) could be developed, along with a collaborative training and recognition program. It could work in association with the TLBCC's Tofino Ambassador Program, as an auxiliary program that provides volunteers with the Tofino Ambassador card so they re offered the same benefits.



Cultural Heritage Festival, photo: Tourism Tofino

It also creates opportunities for greater engagement within the volunteer corps, through recognition and incentive programs such as community dinners, social events and event season photo/experience sharing. The expanded volunteer corps could also participate in capacity-building workshops to prepare the next wave of volunteers to take on more producing responsibilities. This would be a new program, not part of the existing Tofino Ambassador program, but synergies with the Tofino Ambassador program should be explored.

### **Establish "green" event practices that position Tofino as a best practice community**

Tofino is renowned for its spectacular natural environment and the community's commitment to caring for that environment has had a positive impact on the Tofino brand. The expansion of Tofino's event products and resulting increase of traffic to Tofino could be perceived as having a negative impact on Tofino's natural environment. Working with the District of Tofino, the EWG could develop a standard-setting green event policy that sets high standards and requirements for waste management, consumption, repurposing, footprint, environmental impact, energy-use, etc.

An investment in achieving "green event practices" is a progressive and eco-responsible initiative, but it could also prove to be beneficial to the Tofino brand.

### **Enhance Tofino's reputation as a funky arts and events town**

The EWG will invite collaboration and partnerships with Tofino's arts and artists community, creating opportunities for enhanced event programming and engagement with art. For example, the arts community could invite local photographers to create an adventure photography surf exhibit while a surf event is on. The exhibit would be featured in the event program, expanding event programming without taxing the surf event producer.

Another opportunity for cross-pollination is to work with the arts community to create fun, animating visual elements for placement throughout Tofino's core, that reflect the spirit of the community's culture and events (e.g. funky painted surfboards hung throughout town, musical instruments installed in whimsical places, papier mache oysters appearing in unlikely places). Installations could be created by Tofino artists, showcasing community talent and Tofino's funky arts vibe.

### **Showcase unique and natural venues that highlight Tofino's spectacular setting**

Some events are challenged by Tofino's lack of large-capacity indoor venues that would allow many events to increase from current capacity. Challenging as it may be, an immediate solution is not available. Discussion is underway about a civic centre proposed for arts and cultural activities, but a definitive plan is not yet in place.

But necessity can be the mother of invention... and creativity. One of the primary cultural tourism drivers for visitors is authenticity. The core of Tofino's authenticity is its natural environment. The EWG and all event producers should have discussions about Tofino's best outdoor venues and what could be done to make them reasonably weather proof. Whether it's the addition of tents as a shared resource or improvements to the ground surface or other such investments in creating useable outdoor venues, creativity and collaboration could be the key to event venue options and opportunities. The EWG should work with DOT to determine management of resources for putting equipment up and down, maintenance and long-term storage in the off-season.



Rip Curl Pro Tofino, photo: [www.therooster.ca](http://www.therooster.ca)

## MARKETING AND COMMUNICATIONS

As Tofino invests in the event sector, it creates a much stronger position for events as a tourism driver. Marketing and communications are essential in telling the story of Tofino's event experiences and building Tofino's reputation for hosting excellent international-quality events.

The success of marketing and communications will depend on the collaborative work of the Event Working Group, Tourism Tofino, Tofino-Long Beach Chamber and the event community. While Tourism Tofino should provide leadership in the creation and execution of a marketing plan that leverages the collective strength of Tofino's events, all event producers play a role in leveraging available communications tools. The plan will rely on collaboration by many organizations, each contributing to the success of the plan by delivering on their commitments and identified opportunities.

### **Collaborative marketing and communications plan**

In order to create strategic and cost-effective marketing platforms, Tourism Tofino, with the EWG, should develop a five-year collaborative marketing and communications strategy. The plan should include strategies for marketing and promotions, media relations, social media and community outreach and engagement. The values and guiding principles of the Tofino Event Strategy could also be used to help guide the marketing and communications plan. High-level recommendations for the plan are included in the Tofino Event Strategy.

Limited resources make it near impossible for Tourism Tofino to individually market, promote and advertise each of Tofino's 25+ events. Tofino's greatest opportunity is in promoting Tofino's substantial sum of the parts. A better awareness and appreciation for Tofino's events can be achieved two ways:

- Brand Tofino's events with a consistent look and logo that is shared as a unifying brand by all events
- Market Tofino's events under event themes that complement Tofino's core tourism products.

### **Branding and packaging**

Tofino's events will benefit from creating a recognizable brand with which to promote its events sector. In addition to the use of the Tourism Tofino logo, creating a unique events brand for Tofino events will:

- 1) Raise awareness of Tofino as a vibrant event destination
- 2) Raise awareness of the diversity and frequency of Tofino's events, encouraging return visits
- 3) Create visibility for events in the community, helping to advance support for events as an economic driver.
- 4) Build a brand that fosters commercial value by association in order to achieve sponsorship objectives

### **One consideration is "Tofino Events – Naturally Spectacular" as a brand and positioning statement**

The positioning statement refers to both Tofino's spectacular natural environment where many of its events are staged, and to Tofino's commitment to "green" events, known for creating best practices for hosting sustainable, low-impact public events.

The suggested event themes provide opportunities for event packaging and promotions. Currently, there are several events captured under the core themes of culture, culinary, nature and surf events. Sport has only two events but it's an area with opportunity for growth.

Suggested Event Marketing Themes (and corresponding events):

• CULTURE	• CULINARY	• NATURE	• SURF	• SPORT
<ul style="list-style-type: none"> <li>• Tofino Film Festival</li> <li>• Pacific Rim Summer Festival</li> <li>• Tofino Lantern Festival</li> <li>• Otalith Festival</li> <li>• Carving on the Edge Festival</li> <li>• Cultural Heritage Festival</li> <li>• West Coast Winter Music Series</li> <li>• Tofino Public Market</li> <li>• Arts on a Half Shell</li> <li>• Canada Day</li> </ul>	<ul style="list-style-type: none"> <li>• Pacific Rim Tea Festival</li> <li>• Feast Tofino</li> <li>• Tofino Food and Wine Festival</li> <li>• Clayoquot Oyster Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Pacific Rim Whale Festival</li> <li>• Tofino Shorebird Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Rip Curl Pro Tofino</li> <li>• Surf SUP Island SUP Series</li> <li>• Surf's Up</li> <li>• Bruhwiler Kids Surf Classic</li> <li>• Queen of the Peak</li> <li>• Tofino Paddle Surf Invitational</li> </ul>	<ul style="list-style-type: none"> <li>• Tuff City Skateboard Competition</li> <li>• Tofino Salt Water Classic</li> </ul>

On the Tourism Tofino website, events could be promoted in theme clusters with a different event being featured per theme each month, on a rotating basis. Theme event packages could be created on Tourism Tofino, working with events, activity operators and the hospitality sector on offering packages such as proposed:

EVENT PACKAGE	Include
<b>Event-to-Event Package</b>	Create package from two events that occur on back-to-back weekends, package with mid-week experiences that reflect the events (e.g. surf lessons, culinary workshop) + accommodation + theme dinners, etc.
<b>Live the Experience Package</b>	Package event with experiences, activities and workshops that reflect the event (e.g. surf event + surf lessons + surf photography exhibit + surf photography workshop + accommodation).
<b>Tofino Events – Naturally Spectacular Package</b>	Create package around event theme + activity or experience that highlights Tofino’s ecological passion and pursuits + accommodation.

**Individual event marketing**

Tourism Tofino will focus on marketing and promoting Tofino’s suite of events to destination visitors, Tofino’s event producers need to market and promote their events individually, getting the word out throughout the Pacific Rim and to wider audiences. BUT attention must be paid to larger promotional initiatives such as media sponsors – there may be more value and success in having Tourism Tofino acquire one major media sponsor who supports several of Tofino’s events throughout the season under the banner of “**Tofino Events – Naturally Spectacular.**”

**Reciprocal promotion between events**

Individual events can work together with complementary events to each build audiences. In an event’s print materials, messages and social media, encourage audiences to attend another Tofino event in the same theme that occurs at another time of year. This allows events to reach a key target audience, inviting them to return for another event that directly appeals to them. Rather than events being in competition with one another, you can use reciprocal promotional agreements to build bigger audiences for both events and increase visitorship to Tofino. The EWG can provide leadership for creating best practice guidelines for reciprocal promotional agreements.

## **Media relations**

The communications and marketing strategy should address best practices for media relations, especially when pitching media outside of Tofino. Rather than have all of Tofino's 25+ events trying to all pitch external mainstream media, having an organized and consistent approach to external mainstream media relations could benefit Tofino's events and their reputation for professionalism.

The EWG, DOT festivals and events assistant and Tourism Tofino could collaborate on the creation of a media pitch strategy, focused on pitching stories highlighting Tofino's event themes and the many story-starters that accompany the events within each theme. This approach will help the diverse collection of Tofino's five event themes capture the media's attention, where just one small individual event may not get any media coverage.

Each event would be responsible for generating story ideas about their event that is shared with Tourism Tofino, determining together the best media outlets to approach. Over the span of the five-year plan, as each event grows, creating more media interest each year, events may take a more direct approach to handling media, as more special interest media become interested in deeper coverage (e.g. surf magazines, food writers, etc.).

As Tofino's event success grows, general media attention will increase along with a rise in special interest and international media. As mentioned, as media attention increases, events will need to be able to manage the requests of specialty media as well as international media. As such, media relations training will be an important part of the event community's capacity building. Even for seasoned professionals, one bad interview or story is all it takes to damage the reputation of an event as well as the event location. Providing media training and an overview in crisis communications is also recommended. You never think a crisis will happen to you at your event — but it does and it pays to be prepared.

## **Social media**

Social media provides an almost limitless opportunity to promote Tofino's events, create brand awareness, strengthen positioning, create brand ambassadors and leverage happy event goer testimonials. Events are about experiences and experiences are one of the primary messages shared on social media. So many of the most popular social media platforms provide excellent forums in which to promote and celebrate Tofino's events. Here are a few ideas:

- 1) Create social media posts that community businesses and individuals can share, retweet, etc.
- 2) On every message posted, invite views to share or retweet. Get others spreading the Tofino message.
- 3) Create consistent brand names, hash tags and other social media communications tools for all of the Tofino event community to use. This will create brand consistency and allow you to easily track what's being said in social media.
- 4) Ask community groups to post event social media messages on their feed – promote community awareness. Work with service groups, library, community centre, etc.
- 5) Event producers can follow and retweet each other's messages, share FB posts, etc. Extend each other's messages and reach.
- 6) Create #TofinoEvents social media posts that include messages about all events. Schedule multiple messages for the week in one session, using program like Hootsuite.

### **Regional collaboration**

In 2015, Tofino should focus on core foundation elements of the Tofino Event Strategy. But moving forward, the EWG should reach out to regional neighbours to explore collaboration opportunities. Working with Ucluelet, Parks Canada, Tla-o-qui-aht First Nations, tourism authorities other regional partners on extending event reach, impact and regional benefits will help achieve shared success.

### **Enhance event awareness with an accurate and updated event list**

A comprehensive and accurate events list is an important tool in establishing events as a tourism driver. Providing visitors with a great overview of what Tofino's events have to offer can be the deciding factor in choosing Tofino over another destination. Unreliable information can be a missed opportunity or result in a disappointed visitor so it's a strategic priority to establish a protocol for keeping an event listing up to date and consistent for users.

The DOT festivals and events assistant, with the EWG, will call for event listings twice per year, e.g.:

- 1) in September 2015, request all the next year's events, dates and short descriptions in order to create the "2016" event list. Deadlines for information return must be honoured in order to create and upload an accurate list by November 2015 to provide updated 2016 info to visitors.
- 2) In March 2016, request any additions to the list and request updates, longer descriptions, web links, etc. that can offer visitors more detail closer to event season. Have information returned by end of March, post for April.

Once the list is ready, Tourism Tofino should host the event listing on an event-dedicated page that includes colourful copy about Tofino's core event themes and specific events listed by dates or by theme. The event list could also be downloadable as PDF. Site could include links to specific events, but set those links to open in new windows rather than closing the Tourism Tofino page.

All other community partners or businesses that wish to reference Tofino's events and listings should link to the same url, directing them to Tourism Tofino's event page as the definitive source of Tofino event information.



Tofino Lantern Festival, photo: Tourism Tofino

## **Community engagement and outreach**

Community members can be the best marketers and biggest endorsers of your events. They're also your volunteers, audience members, suppliers and neighbours. Keeping them in the loop and up to speed on the direction of Tofino's events is an important part of your plan. Once you've established the Event Working Group and the marketing and communications plan is a work in progress, share your ideas with the community – invite them to help realize Tofino's event potential. Ask them for ideas on how events can work more collaboratively with business, recruit more volunteers, etc. Ask them how they would like to be kept aware of events (email newsletters, community signs, website, etc.).

### **Community and visitor ambassadors/front-line staff**

Every person who lives and works in Tofino is a potential ambassador for Tofino's events. In particular, awareness of front-line staff is critical so they're able to confidently tell visitors about events and what's happening in Tofino. It makes sense for the EWG to partner with the TLBCC Tofino Ambassador Program to include a training module on the role of Tofino's events in the local economy, information about the events and how the community can stay up to date (information conduits, portals, etc.). Local residents and the local workforce can be converted into messengers and storytellers about the awesomeness of Tofino's events. But you have to invite them to help. And you need to give them some tools.

### **Community toolkits**

Working with the EWG, the DOT festivals and events assistant will compile event digital promo toolkits that are distributed electronically each month, containing the following:

- 1) Updated event listing
- 2) Outline of this month's key events
- 3) Printable welcome sign for store window, welcoming event attendees to each weekend event (e.g. Welcome Tofino Food and Wine Festival attendees)
- 4) Schedules for events of that month – to answer visitor questions or provide for guests
- 5) Suggested social media posts about upcoming events for Twitter and Facebook
- 6) Printable versions of individual event posters if provided by events

### **Signboards**

Raising the visibility of events can increase participation in events. If you don't know, you won't go. The creations of moveable signboards that can be placed around downtown Tofino featuring upcoming event listings will help raise awareness and could influence return visits. The signboards will be a shared resource for all events with placement and information production managed by the District of Tofino. Arrangements must include the display of these signs on weekends and holidays in order to reach prime visitor traffic.



Tofino Food and Wine Festival, photo: Tourism Tofino

## FUNDING AND REVENUE

The development of events as a tourism and economic driver for Tofino will require a committed financial investment for the duration of the plan. Investment in capacity building for the event community and in adding to Tofino's event inventory will be the seed that cultivates the long-term economic benefits of events as economic contributors. The plan will also address forms of revenue that will support the development and financial sustainability of Tofino's events.

### RMI funding

Since 2012, the District of Tofino has increased its RMI investment in Tofino's events. In order for the Tofino Event Strategy to succeed, continued funding will be required. If the Province continues to make RMI funding available (beyond commitments to 2017), then the proposed funding recommendations (from 2015 – 2019) are easily achievable. **But if RMI funds diminish or cease to be available, then the DOT will need to confirm their commitment to the Tofino Event Strategy by finding core funding from other sources, such as economic development funds.**

### Recommended RMI (or guaranteed) funding 2015 – 2019:

RMI INVESTMENT:	2012	2013	2014	2015	2016	2017	2018	2019
				<i>approx.</i>	<i>Italics = recommended investment</i>			
Direct event support	\$2,500	\$10,222	\$27,040	\$20,000	18000	12000	10000	10000
Administrative support	\$7,834	\$9,981	\$19,700	\$20,000	20000	20000	20000	20000
Strategic plans			\$11,315	\$12,000				
Other/miscellaneous event-related	\$1,758	\$3,319	\$822					
New product support						15,000	15000	15000
Resource/equipment investments				10,000	15000	15,000	15000	15000
Event users rental income					-5000	-5,000	-5,000	-5,000
Workshops/capacity building				\$10,000	8000	8,000	4,000	4,000
Community engagement, volunteers					4000	4,000	4,000	4,000
<b>TOTAL RMI FUNDS TO EVENTS</b>	<b>\$12,092</b>	<b>\$23,522</b>	<b>\$58,878</b>	<b>\$72,000</b>	<b>\$60,000</b>	<b>\$69,000</b>	<b>\$63,000</b>	<b>\$63,000</b>

By 2016, DOT should work with the EWG to develop new funding criteria for available RMI funds that align with the Tofino Event Strategy. The event community should be invited for input to create buy-in and ensure that they clearly understand criteria requirements and performance expectations. As outlined in the recommended funding chart, new events need to have adequate start-up funds. Existing events will continue to require capacity-building support, including investments in skill development.

### Grants

Many grants still exist for events under the auspices of arts, community development and tourism funding. But many groups don't pursue grant funding as the application process is often complicated and restrictive in criteria. However, with training from a grant-writing specialist, Tofino's event community could gain the skills, knowledge and insight to access, apply and receive grants from other levels of government, foundations, societies and corporations.



Tuff City Skateboard Competition, photo [www.westerlynews.ca](http://www.westerlynews.ca)

## Sponsorship

A strategy to increase the impact, quality, scope and reach of Tofino's events creates new opportunities to solicit sponsorship on a greater scale. Most of Tofino's events currently rely on community-based support through the business, tourism and public sectors. But as Tofino's events reach new levels of production, promotion and magnitude, sponsorship from larger organizations located outside of Tofino becomes an achievable objective.

As outlined earlier, the strength of Tofino's event offerings lies in packaging the themes into sellable packages. If 25 or more of Tofino's event producers go into the market, all competing for similar sponsorship dollars, the available pool of funding will be both diluted and overwhelmed, leading to little gain in sponsorship. But if Tofino works collaboratively and markets the umbrella "Tofino Events" brand under one banner, or by event theme (e.g. Culture, Culinary, Nature, Surf, Sport), then it creates sponsorship opportunities that will be appealing to larger companies.

The collaborative sponsorship strategy should first target larger companies that provide direct products or services to Tofino. Which firms are currently bringing their brands into Tofino? Firms such as Coca-Cola, CIBC, food and beverage supply companies, beer and wine producers, sport equipment manufacturers and many other sectors would be interested in attaching their brands to a product like Tofino – especially if Tofino's events demonstrate exemplary green practices and a commitment to sustainable, eco-responsible production and development. "Tofino Events – Naturally Spectacular" is a brand that could appeal to many potential sponsors.

DOT and the EWG should consider allocating funds to the development of collaborative sponsorship strategy or hiring a firm to do sponsorship sales on your behalf, potentially working with a commission structure to minimize direct costs to DOT. As part of the EWG, Tourism Tofino should participate in the development of a collaborative sponsorship plan, providing input on how best to secure media sponsors to support Tofino's events. An internal component of the strategy would include a sponsorship revenue-sharing structure to ensure a fair distribution of "Tofino Events" brand sponsorship. Criteria for receiving and acknowledging collaborative sponsorship funds also need to be part of the plan.

### Event revenue

Individual events should continue to earn revenue through various streams including admission, event-participant fees, in-kind support, event souvenir products, donation boxes/options for support.

### Event merchandising

Under the banner of "Tofino Events – Naturally Spectacular," the EWG, DOT and TLBCC should consider a community-wide merchandise brand. With an appealing logo and brand identity that reflects the values and spirit of Tofino events, a merchandise program provides a way for event participants to support Tofino's event programs through merchandise purchasing; creates a promotional opportunity when merchandise is displayed by buyers when they return home; and furthers the appeal of Tofino's collaborative event brand, which can in turn, enhance the sponsorship value of Tofino events as well.



## RESEARCH AND MEASUREMENT

Tofino does not currently employ dedicated market research and measurement systems to track the success of events. The primary market measurement tool is monthly room-night statistics submitted by Tofino’s accommodation sector. Given that this measurement is only tracked monthly, it cannot be used as an accurate indicator of the impact of Tofino’s individual events. As several events take place in prime summer months, accurately assessing the impact of any one event is currently impossible.

Developing any system to measure the impact of Tofino’s events will require baseline measurements to be captured. A program of measurement and research should be initiated in 2015, with measurement tools remaining consistent over the five-year span of the Tofino Event Strategy. Additional resources can be added, allowing for a broader spectrum of market research and event attendee information during the five-year plan.

Recommendations for research and measurement is outlined here:

YEAR	INITIATIVE	PURPOSE
2015 - 2019	<b>Install vehicle-count technology</b> (hose or other reader) at key point outside of Tofino attractions	<ol style="list-style-type: none"> <li>1. Create baseline traffic information to measure independent travelers coming to Tofino from late spring through November.</li> <li>2. Assess baseline weekday traffic (primarily local) vs. weekend traffic (significantly visitors) and use daily count records to assess traffic/visitor increases from year to year.</li> <li>3. Correlate event weekend days to visitor traffic – track event visitation growth over five years.</li> </ol>
2015	<b>Explore business measurement reporting</b> opportunities with TLBCC membership	<ol style="list-style-type: none"> <li>1. EWG/DOT to start discussions with TLBCC to initiate program of retail and other business sector reporting opportunities.</li> <li>2. Ask businesses to track sales during event weekends and share % revenue increases from previous years.</li> </ol>
2016 - 2019	<b>Track business revenue measurements</b>	<ol style="list-style-type: none"> <li>1. As above, use 2015 as baseline business revenue measurement.</li> <li>2. Track event weekend revenues and use baseline 2015 records to assess traffic/visitor increases from year to year.</li> <li>3. Correlate event weekends to increase in retail traffic and revenue to help track event visitation growth/impact over five years.</li> </ol>
2015 - 2016	<b>Track event participation with support of accommodation sector</b>	<ol style="list-style-type: none"> <li>1. Ask accommodation sector to ask and track two questions upon check-out: “Did you participate in an event during your stay?” and “If yes, which one(s)?”</li> <li>2. Information to be gathered and assessed annually – providing further insights into growth of visitor participation in events.</li> </ol>

2016 - 2019	<b>EWG work with DOT on program of collective/consistent event attendee data.</b>	<ol style="list-style-type: none"> <li>1. By 2016, add pool of tablet devices that can be shared by all Tofino events to electronically gather event survey data. Questions asked should be consistent across all events to provide comparison data on event effectiveness.</li> <li>2. Tablets can be manned by volunteers who actively solicit interviewees or used at freestanding survey stations.</li> <li>3. Volunteer solicitation is best method but if tablet inventory allows for freestanding survey stations, they can provide further data.</li> <li>4. Also make survey available through link to on-line survey for people who wish to give feedback at a later time.</li> <li>5. Provide incentive for participation – an enter-to-win benefit, free coffee, discount card, etc.</li> </ol>
2015 - 2019	<b>Explore relationship with academic institution (with tourism program), to collate and analyze measurement data.</b>	<ol style="list-style-type: none"> <li>1. Research and measurement is only as valuable as your ability to use it to improve the plan, adjust services, respond to participant feedback.</li> <li>2. As research tracks statistics on visitors, demographics, etc. use data as tool for sponsorship package development – outline the value of the Tofino event visitor.</li> </ol>
2016- 2019	<b>Share annual findings from market research and measurement with community</b>	<ol style="list-style-type: none"> <li>1. Foster more event support and understanding of events as a tourism driver by sharing annual measurements and market research feedback with event community and other community stakeholders.</li> <li>2. Demonstrate impact of events on increasing visitor traffic and expenditures.</li> </ol>
2019	<b>Produce summary of five-years of research – leverage growth statistics in sponsorship solicitation.</b>	<ol style="list-style-type: none"> <li>1. Create summary report of that outlines impact of Tofino event growth after five years of measurement, capacity-building and product development.</li> </ol>



Carving on the Edge Festival, photo: Carving on the Edge

## The Tofino Event Strategy Road Map – Tactics and Deliverables Year by Year

<b>LEGEND: DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations</b> <b>CAPACITY-BUILDING   MARK/COMMS   FUNDING   RESEARCH</b>					
<b>2015 - BUILDING A STRONG FOUNDATION THROUGH COLLABORATION</b>					
<b>COMMUNICATE</b>		<b>COLLABORATE</b>		<b>CAPACITY-BUILD</b>	
<b>Establish Events Working Group</b> with mandate to connect and guide 5-year plan. Mission to share opportunities and knowledge as the foundation for sharing success.	<i>DOT</i>	<b>Community representation:</b> Include one rep from DOT, TT, TLBCC, FN, PC and one event producer from each of the five event genres.	<i>DOT</i>	<b>Event Working Group provides leadership</b> on best practices, training and sharing opportunities to event community and oversight of 5-year event strategy.	<i>EWG, DOT</i>
<b>Work together to achieve the Tofino Event Strategy.</b> Bring event community together to learn skills, share experiences and commit to ongoing collaboration.	<i>EWG, DOT</i>	<b>Host capacity-building workshops</b> for event community, including best-practice sharing workshops.	<i>EWG, DOT</i>	With EWG, <b>DOT organizes capacity-building workshops.</b> Tactical workshop recommendations are listed in plan.	<i>DOT, EWG</i>
<b>Get everyone on the same page:</b> align marketing and funding deadlines to work for EP, DOT, TT.	<i>DOT, TT, EWG</i>	<b>Determine date that works for majority</b> and makes best sense for annual planning. EWG - align deadlines for funding submission to DOT and marketing info to TT.	<i>DOT, EWG, TT</i>		
<b>Event community capacity building.</b>		<b>Provide external, experienced perspective on status of existing event products,</b> identifying areas of strengths and opportunities for growth. Can help chart areas for capacity building and workshops.		<b>DOT fund "event coach" to work with key events through 2015 season.</b> Events to be coached are recommended by the EWG. Assess events and recommend improvements, best practices, and training to elevate professionalism, quality and event experience.	<i>DOT, EWG</i>
<b>Develop outreach messaging to community youth.</b>	<i>EWG, DOT</i>	<b>Work with community youth leaders</b> to encourage youth participation in event.	<i>EWG, DOT</i>	<b>Recruit youth and train as event volunteers.</b> Keep youth engaged for long-term participation.	<i>EWG, DOT</i>
<b>TT and EWG/EP to develop collaborative event marketing strategy</b> using event themes.	<i>TT, EWG, EP, DOT</i>	EWG work with TT to develop strategies for collaborative "event genre" marketing - to be applied for 2016. Producers still independently promote their specific events as well.	<i>EWG, TT, DOT</i>	<b>EWG works with event producers to create event-theme working groups,</b> collaborations and event packaging ideas for TT.	<i>EWG, DOT, TT</i>
<b>Consolidate event listings</b> into one comprehensive list. Include ALL Tofino events on the list.	<i>DOT, TT</i>	<b>Event producers contribute</b> event name, dates, short description. Submit by December for following year.	<i>EP</i>	<b>List is coordinated by DOT</b> Events Assistant, hosted and posted by Tourism Tofino.	<i>DOT, TT</i>
<b>Promote ONE primary website URL</b> for all community event listings (TT to host)	<i>ALL</i>	Everyone promotes link to TT event listings. Also encourage link promotion through TLBCC.	<i>ALL</i>	Event list direction to Tourism Tofino will also <b>have a positive impact on TT web traffic</b> - direct all event-interested visitors to Tourism Tofino's site.	<i>ALL</i>
<b>Create event sign boards</b> (portable, changeable) for placement around town that list current and upcoming events. Display daily - May to November	<i>DOT</i>	Feature current and upcoming events - <b>foster cross-promotion of events</b> from audience to audience.	<i>DOT, EWG</i>	<b>Create greater visitor awareness</b> of scope and diversity of Tofino's events.	<i>DOT, EWG</i>

<b>Encourage event audiences (locals and visitors) to promote Tofino events</b> in social media, word of mouth, etc.	<i>DOT, TT, EWG</i>	<b>Develop language</b> that all EP can use in their materials to <b>encourage audience event promoters.</b>	<i>DOT, EWG</i>	<b>Increasing event awareness</b> directly leads to building bigger audiences and encourages return visits to other events.	
<b>Develop community event ambassadors with all front-line staff</b> - ensure they have key messages and info share in social media, in shop windows, etc. (downloadable event promo kits?).	<i>EWG, TLBCC, DOT, TT, FN,</i>	<b>Create tool-kit template</b> that all events can use to prepare promo outreach to front-line staff.	<i>EWG, DOT</i>	Distribution support through TLBCC.	<i>EWG, TLBCC</i>
Determine and confirm funding alternatives should RMI funding not be available.		In order to achieve plan, DOT needs to provide commitment to baseline guaranteed funding for 5 years. If plan is dependent on unstable funding, success is compromised.		<b>Provide base event strategy funds</b> should RMI funding become unavailable.	<i>DOT</i>
<b>Start program of baseline market research</b>	<i>DOT, EWG, TT, TLBCC</i>	<b>Increase market research opportunities to measure event impact</b> and ROI to community. Develop reporting mechanisms with TLBCC.	<i>EWG, TLBCC, TT</i>	<b>Explore market research tracking</b> ideas as identified in strategy.	<i>EWG, TT, TLBCC</i>

**LEGEND:** DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations  
**CAPACITY-BUILDING**   **MARK/COMMS**   **FUNDING**   **RESEARCH**

## 2016 - LEVERAGING THE SUM OF THE PARTS

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
Build relationships that result in FN participation in more events.	EWG, DOT	Build upon current FN partnerships with events. <b>Discuss with FN how they can be involved</b> and how you can mutually benefit from event collaboration.	EWG, DOT	Discover <b>what participation opportunities FN are most interested in</b> - performance? visual arts? tours? add-on activities? artisan sales, etc.?	EWG, DOT
Product capacity building.		<b>Increase offerings within events by collaborating with other events or producers.</b> E.g. Work with Tofino Arts Council to add themed photography event to surf event.	EWG, EP	<b>Enhance audience experience by offering wider variety of programs.</b> Builds capacity in arts sector and creates product-enhancing collaboration between events and arts councils, etc.	EWG, EP
Communicate volunteer appreciation throughout community - make event volunteering part of Tofino's community culture.	DOT, EWG	<b>DOT to support EWG in volunteer promotion, recruitment and recognition.</b> Build capacity and commitment across all events by recognizing event volunteers.	DOT, EWG	<b>Offer enhanced skill training and social opportunities to volunteers, collectively.</b> Consider a volunteer appreciation event during the winter - get volunteers excited for "event season."	DOT, EWG
Make and communicate a commitment to exemplary "green" event practices - raise the bar and be a best practice event community.	EWG, DOT	<b>EWG work with DOT to put resources in place for excellent "green" event management.</b>		Make green resources available to all EP from community resource pool. Help all EP achieve green management excellence.	
DOT works with EWG to develop RFP for shoulder-season and winter event proposals - open to both local and external producers.	DOT, EWG	RFP can be focused on general event (best to stay within 5 themes), or could be for specific event (e.g. music festival).	DOT, EWG	<b>Ensure RFP applicants clearly understand challenges</b> associated with shoulder and winter. Be realistic about available resources.	DOT, EWG
Venue use		<b>Identify outdoor venues (and use of) that highlight Tofino's unique environment.</b> Consider group cost-sharing to protect against weather when using outdoor venues.	EWG, EP	Venues - work collaboratively to leverage use of unique outdoor venues. <b>Highlight event theme and enhance event experience by using unique or unusual venue.</b>	EWG, EP
Develop Tofino Events branding that helps promote all events on TT event calendar. Helps create market awareness for Tofino event offerings. A strong design could also be merchandised.	EWG, DOT, TT	EWG leads process with support from DOT and TT. Word mark and fun logo could be developed for application on all EP materials. Reflects breadth of Tofino events and makes events a key part of Tofino product experience.	EWG, DOT, TT	<b>Use branding with event promotions,</b> packaging, print materials, advertising, social media, etc. DEVELOP FOR USE IN 2017.	EWG, DOT, TT
Working from collaborative event marketing strategy, <b>promote events using Tofino's primary event themes</b> - appealing to Tofino's target audiences: Culture, Culinary, Nature, Surf, Sport	TT, EWG	<b>EWG/TT host session with EP to share plan</b> and ways to improve everyone's outreach and story-telling with media, locals and visitors.	EWG, TT	<b>Help EP learn how to tell their stories better,</b> bigger and send them further (via capacity-building workshop referenced in plan).	EWG, TT
Execute marketing plan - <b>Promote event package options on TT website.</b> Start with one feature package from each event genre (i.e. select feature event and build package options around it).	TT, EWG, EP, TLBCC	<b>Create packaging opportunities</b> between events, accommodation, activity providers, food and beverage providers. Work with TLBCC as conduit to business.	TT, EWG, EP, TLBCC	<b>Track success of packages</b> - which ones appeal, what elements together are working? At end of season, review event-genre marketing impact with TT. Debrief and strategize for 2017 growth.	TT, EWG

Feature a "signature event" from each genre per month to feature on TT website.	TT, EWG	Include references to other same-theme events in context of website feature to create greater event awareness and encourage return visits to attend other events.	TT, EWG	Audience and awareness building.	
Increase media relations outreach for each festival. TT to support and assist with media outreach.	EWG, EP, TT	Track stories for use with sponsorship, as awareness measurement tool.	EWG, EP, TT	Use social media to distribute media coverage, spread the word and increase visitor interest in Tofino events.	EWG, EP, TT
Encourage event audiences (locals and visitors) to promote Tofino events in social media, word of mouth, etc.	DOT, TT, EWG	Develop consistent messaging that EP can use in their materials to encourage audience event promoters.	DOT, EWG, TT	Increasing event awareness directly leads to building bigger audiences and encourages return visits to other events.	DOT, EWG, TT
Create community event ambassadors with all front-line staff - ensure they have key messages and info share in social media, in shop windows, etc. (downloadable event promo kits?).	EWG, TLBCC, DOT, TT FN, PC	Create tool-kit template that all events can use to prepare promo outreach to front-line staff.	EWG, DOT	Providing better awareness and knowledge with locals will result in a better experience and participation from visitors.	EWG, TLBCC, DOT, TT
Cross-promotions between events.		Foster reciprocal event relationships: event in same genre cross-promote other event in their materials and outreach. (e.g. "Love surfing? Come back for...").	EWG, EP	Event community can help build each other's audiences by appealing to similar audiences. Encourages return visits and increases event awareness. Visitors become marketers for next event.	EWG, EP
Regional collaboration/marketing.		Start collaboration discussions with Ucluelet for regional event marketing and event production.	DOT, TT, EWG	Create a regional event marketing strategy and explore cross-promotional event opportunities or event collaboration between Tofino and Ucluelet.	DOT, TT, EWG
Continue capacity-building training with EP. Focus on media and messaging.	EWG, TT, DOT	Bring EP together to learn best practices for effective media relations, story telling, social media.	EWG, TT, DOT	With EWG, DOT assists in organizing and hosting capacity-building workshops. Make workshops practical and tactical - participants leave with basic strategic plan where applicable.	DOT, EWG
With EWG, DOT develop new funding criteria that aligns with RMI, Tofino Event Strategy.	DOT, EWG	With EWG, DOT to develop funding process that supports emerging events and RFPs for new event ideas. Have tiered funding program to launch, support and sustain for events (3-year commitments).	DOT, EWG		
Start discussions/research on collaborative sponsorship model. Collaborative "Tofino Events" brand will be most sellable property.	DOT, EWG,	Work together to create inventory and sellable assets. Measurement tracking and visitation numbers will be key.	DOT, EWG	Build foundation information and package for distribution and solicitation by end of 2016.	DOT, EWG
Share market research goals with community - demonstrate positive impact of events on community. Coordinated by DOT, with support from TT, EWG.	DOT, EWG, TT, TLBCC	Increase market research opportunities to measure event impact and ROI to community. Develop reporting cooperation through partnership with TLBCC.	EWG, TLBCC, TT	Explore market research tracking ideas as identified in strategy.	EWG, TT, TLBCC
Measurement: Add pool of tablet devices that can be shared by events for collecting event survey data. Use consistent questions across all events for best assessment results.	DOT, EWG	Volunteers can be shared amongst events. Build their capacity with market research skills and then share the skill set and resources (tablets, etc.).	DOT, EWG	Measurement tracking is important to assess what's working, but given research challenges, anecdotal evidence must be considered as well.	DOT, EWG, TT

**LEGEND:** DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations  
**CAPACITY-BUILDING**   **MARK/COMMS**   **FUNDING**   **RESEARCH**

## 2017 - INCREASING EVENTS, EXTENDING OUR REACH

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
EWG, DOT to host annual review with EP. Continue to assess and guide Tofino Event Strategy. Share experiences and outcomes in order to track success or adjust plan based on current conditions.	DOT	<b>Community representation:</b> Include one rep from DOT, TT, TLBCC, FN, PC and one event producer from each of the five. event genres. Event representation should change every two years.	DOT	<b>Event Working Group continues to provide leadership</b> for event community - continually advancing quality and professionalism of Tofino events.	EWG, DOT
EWG, DOT host annual skills tune-up workshop for EP.	EWG, DOT	<b>Host capacity-building workshops</b> for event community - support newer event producers.	EWG, DOT	Continue to host specific skill workshops if requested by EP.	DOT, EWG
DOT, EWG develop RFP for shoulder season or winter events for consideration. Provide seed funding.	DOT, EWG	Invite Tofino EP to respond but outreach for external responses as well.	DOT, EWG	Proposals should present ideas, budget and capacity for hosting a shoulder- or winter-season event.	DOT, EWG
<b>Leverage international participation in various events</b> (surfers, carvers, chefs, etc.) and start positioning Tofino as an international event host.	EWG, TT, DOT	EWG work with EP to identify international content in events and <b>develop strategic positioning messages for events.</b>	EWG, TT, DOT	<b>Leverage international content/elements in media outreach.</b> Elevate Tofino's event reputation by sharing stories of international participants.	EWG, TT, DOT
<b>Build on relationships fostered through 2016 to produce FN event</b> and/or add FN elements to Tofino events.	EWG, DOT, TT, FN	EWG work with EP that have FN content now, <b>collaborate with FN and provide mentoring/promo support to event.</b>	EWG, DOT, TT, FN	<b>Outreach to Aboriginal Tourism BC</b> for marketing support and other resources that may be offered.	EWG, DOT, TT, FN
<b>Further Tofino's reputation as a funky arts and events town.</b> Leverage messaging with photos and social media.	EWG, DOT	<b>Animate community environment with fun, "unexpected" displays of art,</b> surfboards, musical instruments and other event iconography that promote event interest and position Tofino as a funky arts & events community.	EWG, DOT	<b>Work with Arts Councils and artists for ideas and materials.</b>	EWG, DOT
<b>Product capacity building.</b>		<b>Continue to expand event content by collaborating with other events or producers.</b> E.g. Work with community arts groups to add themed art additions e.g. visual art, themed films, photography exhibit, themed children's activities, retail decorating in event theme, etc.	EWG EP	<b>Enhance audience experience by offering wider variety of programs.</b> Builds capacity in arts sector and creates product-enhancing collaboration between events and arts councils, etc.	EWG, EP
<b>Further leverage Tofino commitment to "green" practices and make positioning stand</b> e.g.: "Tofino Events - Naturally Spectacular".	EWG, TT, DOT	<b>Work with all events to ensure consistent "green" practices</b> across all events.	EWG, TT, DOT	<b>Use Tofino's "green" events commitment as a marketing and media position, story to tell.</b> Important message for visitors too.	EWG, TT, DOT

<b>DOT issues another RFP to add another shoulder-season and winter event</b> - open to both local and external producers.	DOT, EWG	RFP can be focused on specific event ideas if successful/popular themes are emerging. Consideration should be given to existing event producers who wish to collaborate on a new event.	DOT, EWG	<b>Ensure RFP applicants clearly understand challenges</b> associated with shoulder and winter. Be realistic about available resources.	DOT, EWG
<b>TT and EWG/EP review and adjust collaborative event marketing strategy annually.</b>	TT, EWG, EP, DOT	EWG work with TT to develop strategies for collaborative "event genre" marketing - to be applied for 2016. Producers share results on individual marketing efforts.	EWG, TT, DOT	<b>EWG, TT continue to work with EP to build marketing and media skills.</b>	EWG, DOT, TT
<b>Continue marketing, communications and outreach strategies as outlined in 2016.</b>	TT, EWG	<b>EWG/TT host session with EP to share plan and</b> ways to improve everyone's outreach and storytelling with media, locals and visitors.	EWG, TT	<b>Help EP learn how to tell their stories better,</b> bigger and send it further (via capacity-building workshop referenced in plan).	EWG, TT
<b>Promote each event theme with custom-media plans</b> to attract more specialty media to Tofino e.g. food, surf, nature/eco, etc.	TT, EWG,	EWG work with EP to create story pitch ideas.	TT, EWG	Create greater visitor awareness of scope and diversity of Tofino's events - that reach further with special interest media in key markets.	TT, EWG
<b>Execute collaborative or cross-promotional marketing with Ucluelet,</b> based on plans developed in 2016.	EWG, DOT, TT	<b>Collaborate with Ucluelet event community and Tourism Ucluelet.</b>	EWG, DOT, TT	Work together to maximize visitor experience and <b>visitation to both communities.</b>	EWG, DOT, TT
<b>Maintain comprehensive event listings.</b>	DOT, TT	<b>Event producers contribute</b> event name, dates, short description. Submit by December for following year.	EP	<b>List is coordinated by DOT</b> Events Assistant, hosted and posted by Tourism Tofino.	DOT, TT
<b>Increase event sign board inventory</b> (portable, changeable) for placement around town that list current and upcoming events.	DOT	Feature current and upcoming events - <b>foster cross-promotion of events</b> from audience to audience.	DOT, EWG	<b>Create greater visitor awareness</b> of scope and diversity of Tofino's events	DOT, EWG
<b>Encourage event audiences (locals and visitors) to promote Tofino events</b> in social media, word of mouth, etc.	DOT, TT, EWG	<b>Develop language</b> that all EP can use in their materials to <b>encourage audience event promoters.</b>	DOT, EWG	<b>Increasing event awareness</b> directly leads to building bigger audiences and encourages return visits to other events.	
<b>Continue community event ambassadors with all front-line staff.</b> Ask front-line staff about what's most effective for them.	EWG, TLBCC, DOT, TT	<b>Tool-kit template</b> used by all events to prepare promo outreach to front-line staff.	EWG, DOT	Distribution support through TLBCC.	EWG, TLBCC
<b>Create professional sponsorship solicitation package</b> using Tofino Events brand and start marketing to potential sponsors - outside the community.	EWG, DOT, TT	<b>Leverage companies that service Tofino but not based there</b> (e.g. soft drink, beer, wine, food suppliers, transport, banking, etc.) Use increased media awareness and "buzz" in event genres to create targeted sponsorship packages for each genre.	EWG, DOT, TT	<b>Package opportunities into consolidated sponsorship solicitation</b> - work out sharing formula for events or put into event pool for distribution to events - events that get funded must adhere to sponsor recognition commitments.	EWG, DOT, TT
<b>Communicate funding focus on new product support</b> to develop shoulder/winter season.	DOT	Commit start up money for new 2017 event (\$15,000).	DOT	<b>Support new event with EWG resources and marketing support.</b>	EWG, DOT, TT
<b>Continue program of market</b> research, maintain statistics for use with sponsorship marketing.	DOT, EWG, TT, TLBCC	<b>Increase market research opportunities to measure event impact and ROI to community.</b> Develop reporting cooperation through partnership with TLBCC.	EWG, TLBCC, TT	Explore market research tracking ideas as identified in strategy.	EWG, TT, TLBCC

**LEGEND:** DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations

CAPACITY-BUILDING   MARK/COMMS   FUNDING   RESEARCH

## 2018 - LOCAL PRIDE, INTERNATIONAL ATTENTION

COMMUNICATE		COLLABORATE		CAPACITY-BUILD	
EWG, DOT to host annual review with EP. Continue to assess and guide Tofino Event Strategy. Share experiences and outcomes in order to track success or adjust plan based on current conditions.	DOT	<b>Community representation:</b> Include one rep from DOT, TT, TLBCC, FN, PC and one event producer from each of the five. event genres. Event representation should change every two years.	DOT	<b>Event Working Group continues to provide leadership</b> for event community - continually advancing quality and professionalism of Tofino events.	EWG, DOT
EWG, DOT host annual skills tune-up workshop for EP.	EWG, DOT	<b>Host capacity-building workshops</b> for event community - support newer event producers.	EWG, DOT	Continue to host specific skill workshops if requested by EP.	DOT, EWG
As sponsorship comes available, issue RFP for signature event - e.g. symphony on the beach; world food and wine event; etc.	DOT, EWG, TT	Collaborate with sponsor partner to develop event - work in partnership with event producer (likely external). Proposals can be for non-shoulder timeframe, but builds up a weekend to capacity.	DOT, EWG, TT	Build knowledge base of events working in international communities similar to Tofino.	DOT, EWG, TT
Continue to leverage international participation in various events (surfers, carvers, chefs, etc.) and start position Tofino as an international event host.	EWG, TT	EWG work with EP to identify international content in events and <b>develop strategic positioning messages for events.</b>	EWG, TT	<b>Leverage international content/elements in media outreach.</b> Elevate Tofino's event reputation by sharing stories of international participants.	EWG, TT
Continue to foster FN inclusion within events and as stand alone FN events.	EWG, DOT, TT, FN	<b>Work with FN to develop Aboriginal Festival, led by local FN</b> but including other FN on Vancouver Island and beyond.	EWG, DOT, TT, FN	<b>Signature FN events and participation creates opportunity for 6th event theme - Aboriginal</b>	EWG, DOT, TT, FN
Continue to build on Tofino's reputation as a funky arts and events town. Leverage messaging with photos and social media.	EWG, DOT	<b>Animate community environment with fun, "unexpected" displays of art,</b> surfboards, musical instruments and other event iconography that promote event interest and position Tofino as a funky arts & events community.	EWG, DOT	<b>Work with Arts Councils and artists for ideas and materials.</b>	EWG, DOT
Continue to leverage and promote Tofino's green event reputation and become a model community.	EWG, TT	Develop best practices for types of events that Tofino will and won't consider - will minimize solicitation by external event producers with projects that don't align with Tofino's green event values.	EWG, TT	Invite the world to share in <b>Tofino's authenticity - great events that reflect our values.</b>	EWG, TT
		<b>DOT and EWG assess event inventory to determine if more event RFPs required for product development.</b>	DOT, EWG		
TT and EWG/EP review and adjust collaborative event marketing strategy annually.	TT, EWG, EP, DOT	EWG work with TT to develop strategies for collaborative "event genre" marketing. Producers share results on individual marketing efforts.	EWG, TT, DOT	<b>EWG, TT continue to work with EP to build marketing and media skills.</b>	EWG, DOT, TT

<b>Continue marketing, communications and outreach strategies as outlined in 2016.</b>	<i>TT, EWG</i>	<b>EWG/TT host session with EP to share plan</b> and ways to improve everyone's outreach and storytelling with media, locals and visitors.	<i>EWG, TT</i>	<b>Leverage international attention</b> - use stories to create more media interest from bigger media outlets.	<i>EWG, TT</i>
<b>Continue to build upon collaborative or cross-promotional marketing with Ucluelet</b> , based on plans developed in 2016.	<i>EWG, DOT, TT</i>	<b>Collaborate with Ucluelet event community and Tourism Ucluelet.</b>	<i>EWG, DOT, TT</i>	Work together to maximize visitor experience and <b>visitation to both communities.</b>	<i>EWG, DOT, TT</i>
Create professional sponsorship solicitation package using Tofino Events brand and market to potential sponsors - outside the community.		Leverage companies that service Tofino but not based there (e.g. soft drink, beer, wine, food suppliers, transport, banking, etc.) Use increased media awareness and "buzz" in event genres to create targeted sponsorship packages for each genre.		Package opportunities into consolidated sponsorship solicitation - work out sharing formula for events or put into event pool for distribution to events - events that get funded must adhere to sponsor recognition commitments.	
Communicate funding focus on new product support to develop shoulder/winter season	<i>DOT</i>	Commit start-up money for new 2018 event (\$15,000).	<i>DOT</i>	Support new event with EWG resources and marketing support.	<i>EWG, DOT, TT</i>
Having built-up "Tofino Events" brand and look, <b>develop and execute merchandise line</b> , as revenue stream into Tofino community event budget.	<i>DOT, EWG</i>	<b>Work with all EP to have merchandise at each event.</b> Percentage sold at each event can directly benefit that event. Other revenue benefits DOT community fund.	<i>DOT, EWG</i>	Enhances event experience for participants looking for souvenirs and who want to support events.	<i>DOT, EWG</i>
<b>Continue program of market research</b> , maintain statistics for use with sponsorship marketing.	<i>DOT, EWG, TT, TLBCC</i>	<b>Increase market research opportunities to measure event impact and ROI to community.</b> Develop reporting cooperation through partnership with TLBCC.	<i>EWG, TLBCC, TT</i>	Explore market research tracking ideas as identified in strategy.	<i>EWG, TT, TLBCC</i>

**LEGEND:** DOT = District of Tofino / TT = Tourism Tofino / EWG = Event Working Group / EP = Event Producers / TLBCC = Tofino-Long Beach Chamber of Commerce / PC = Parks Canada / FN = First Nations  
**CAPACITY-BUILDING**   **MARK/COMMS**   **FUNDING**   **RESEARCH**

## 2019 - CELEBRATING FROM GOOD TO GREAT

### COMMUNICATE

### COLLABORATE

### CAPACITY-BUILD

<b>EWG, DOT to host annual review with EP. Continue to assess and guide Tofino Event Strategy. Share experiences and outcomes in order to track success or adjust plan based on current conditions.</b>	<i>DOT</i>	<b>Community representation:</b> Include one rep from DOT, TT, TLBCC, FN, PC and one event producer from each of the five. event genres. Event representation should change every two years.	<i>DOT</i>	<b>Event Working Group continues to provide leadership for event community - continually advancing quality and professionalism of Tofino events.</b>	<i>EWG, DOT</i>
<b>EWG, DOT host annual skills tune-up workshop for EP.</b>	<i>EWG, DOT</i>	<b>Host capacity-building workshops for event community - support newer event producers.</b>	<i>EWG, DOT</i>	Continue to host specific skill workshops if requested by EP.	<i>DOT, EWG</i>
<b>Launch annual event marketing featuring NEW signature 2019 event.</b> Collaborate with sponsor and signature event team to cross-promote event. Leverage earned media promotion via media relations built over past five years.	<i>TT, EWG</i>	<b>Collaborate with sponsor partner to develop event - work in partnership with event producer.</b> Ensure locals have access to new signature event experience.	<i>TT, EWG</i>	<b>Assess success of signature event, build upon for 2020 and RFP to add one more if calendar and capacity allow.</b>	<i>TT, EWG</i>
<b>Position "Tofino Events" brand as: 1) green 2) authentic 3) international.</b> Communicate messages internationally. Work with Destination BC to further strengthen brand position.	<i>TT, EWG</i>	EWG work with TT to identify international content in events and <b>develop strategic positioning messages for events.</b>	<i>TT, EWG</i>	Continue to <b>leverage international content/elements in media outreach.</b> Elevate Tofino's event reputation by sharing stories of international participants.	<i>TT, EWG</i>
<b>Support FN and Aboriginal event(s) with marketing, communications, media relations.</b>	<i>EWG, DOT, TT, FN</i>	Collaborate with FN to grow Aboriginal festival from year to year - examine ways to help feature and promote Tofino's other core event themes.	<i>EWG, DOT, TT, FN</i>	Formally add 6th event theme to marketing with solid inventory of Aboriginal events <b>or FN participation in other events.</b>	<i>EWG, DOT, TT, FN</i>
<b>Continue to build on Tofino's reputation as a funky arts and events town.</b> Leverage messaging with photos and social media.	<i>EWG, DOT</i>	<b>Animate community environment with fun, "unexpected" displays of art,</b> surfboards, musical instruments and other event iconography that promote event interest and position Tofino as a funky arts & events community.	<i>EWG, DOT</i>	<b>Work with arts councils and artists for ideas and materials.</b>	<i>EWG, DOT</i>
<b>Based on success of Tofino's green events commitment, use success as promo tool - "Tofino Events - Naturally Spectacular"</b>	<i>EWG, TT</i>	Develop best practices for types of events that Tofino will and won't consider - will minimize solicitation by external event producers with projects that don't align with Tofino's "green" event values.	<i>EWG, TT, DOT</i>	Invite the world to share in <b>Tofino's authenticity - great events that reflect our values.</b>	<i>EWG, TT, DOT</i>
		<b>DOT and EWG assess event inventory to determine if more event RFPs required for product development.</b>	<i>DOT, EWG</i>		

<b>At end of 2019, assess impact of 5-year strategy.</b> Do solid, successful events now fill the Tofino event calendar year-round? How close is each event to being sustainable (with continued marketing support from TT)?	<i>EWT, DOT, TT, TLBCC, FN</i>	<b>Review collaboration structure</b> - how can it be improved, made more efficient? What have we learned - share and celebrate with community.	<i>EWT, DOT, TT, TLBCC, FN</i>	<b>Assess next best course of action for Tofino Events.</b> Continue with brand consistency and adjust events based on annual research and results.	<i>EWT, DOT, TT, TLBCC, FN</i>
Assess success and impact <b>TT event marketing strategy. Create new plan for next 3 - 5 years in collaboration with EWG.</b>	<i>TT, EWG, EP, DOT</i>	EWG work with TT to develop strategies for collaborative next phase marketing. Producers share results on individual marketing efforts.	<i>EWG, TT, DOT</i>	<b>EWG, TT continue to work with EP to build marketing and media skills.</b>	<i>EWG, DOT, TT</i>
<b>Continue marketing, communications and outreach strategies.</b>	<i>TT, EWG</i>	<b>EWG/TT host session with EP to share plan</b> and ways to improve everyone's outreach and storytelling with media, locals and visitors	<i>EWG, TT</i>	<b>Leverage international attention</b> - use stories to create more media interest from bigger media outlets.	<i>EWG, TT</i>
<b>Further opportunities with Ucluelet</b> - include partnership opportunities in next phase event strategy.	<i>EWG, DOT, TT</i>	<b>Collaborate with Ucluelet event community and Tourism Ucluelet</b>	<i>EWG, DOT, TT</i>	Work together to maximize shared event opportunities and resources. Enhance visitor experience and <b>visitation to both communities.</b>	<i>EWG, DOT, TT</i>
<b>Continue to enhance sponsorship values and properties</b> by using Tofino Events brand and event track record, visitor reach and media reach as performance indicators.	<i>EWG, DOT, TT</i>	Leverage companies that service Tofino but not based there (e.g. soft drink, beer, wine, food suppliers, transport, banking, etc.). Use increased media awareness and "buzz" in event genres to create targeted sponsorship packages for each genre.	<i>EWG, DOT, TT</i>	Package opportunities into consolidated sponsorship solicitation - work out sharing formula for events or put into event pool for distribution to events - events that get funded must adhere to sponsor recognition commitments.	<i>EWG, DOT, TT</i>
<b>Communicate funding focus on new product support</b> including support of Aboriginal product development.	<i>DOT</i>	<b>Commit new product funds from Tofino Events revenue streams.</b>	<i>DOT</i>	Support new event with EWG resources and marketing support.	<i>EWG, DOT, TT</i>
Having built-up "Tofino Events" brand and look, <b>develop and execute merchandise line</b> , as revenue stream into Tofino community event budget	<i>DOT, EWG</i>	<b>Work with all EP to have merchandise at each event.</b> Percentage sold at each event can directly benefit that event. Other revenue benefits DOT community fund.	<i>DOT, EWG</i>	Enhances event experience for participants looking for souvenirs and who want to support events.	<i>DOT, EWG</i>
<b>Create five-year summary of market research</b> , maintain statistics for use with sponsorship marketing.	<i>DOT, EWG, TT, TLBCC</i>	<b>Increase market research opportunities to measure event impact and ROI to community.</b> Develop reporting cooperation through partnership with TLBCC.	<i>EWG, TLBCC, TT</i>	Explore market research tracking ideas as identified in strategy.	<i>EWG, TT, TLBCC</i>

## CONCLUSION — From 2015 to 20/20 Vision

At the discovery workshop in January 2015, participants were asked to picture a positive, successful future for Tofino's events and to provide a statement describing that success. When Tofino's event stakeholders were asked, "In 2020, how is Tofino's event culture described?" here are a few of the responses that were shared:

- There is always something fun and interesting happening in Tofino. Our visitors are our strongest advocates: "You have to go and experience \_\_\_\_\_." Authentic, dynamic and always regional in nature. Efficient and sustainable for organizers.
- Built on strong, sustainable community values, the Tofino Events Strategy aims to engage locals and entertain visitors through arts, culture, First Nations, culinary and surfing events.
- An example of successful collaboration. A leadership role in event strategy and coordination. Renowned as a leading, innovative events destination.
- In 2020, Tofino's event culture will be described as industry leading! There is such a diverse group of people and ideals in the area and we're blessed with the geographical landscape that we have at our disposal to have very unique and industry leading events (beaches, ocean, fishing, arts, First Nations, etc.).
- Unique, reflecting the dynamic culture of the Pacific Rim coast, force of nature. Energetic, dynamic, world-class, cutting edge, authentic. Celebrates the cultural history of the region.
- World class, authentic, professional, original, engaging, inspiring, fun.

Every one of the outcome statements is achievable with a commitment to collaboration and to the values and guiding principles chosen by Tofino's event stakeholders.

### **Building success, step-by-step**

Just as the principles of Appreciative Inquiry (AI) were used to select the values and guiding principles for the Tofino Event Strategy, they can also help achieve the plan, particularly by remembering the importance of the positivity and simultaneity principles

The plan embraces capacity building as a way to grow skill sets while producers are simultaneously growing their events. Just like building a staircase, once you've built the frame, you can lay down the first step, and then stand on each step as you build the staircase. You don't have to wait for the whole thing to be built before taking a step up. In this plan you build a step (capacity build) and then work from that level, followed by building the next step, then working from that level, allowing you to improve and celebrate achievements along the way. You do not have to start work in 2015 and wait until 2020 to see if the plan has worked.

**Event plans can easily be sidetracked by the next bright and shiny idea. A commitment to steady, planned, collaborative growth and keeping focused on the key objectives and tactics will help Tofino achieve a reputation for world-class events.**

**Commit to delivering a sustainable, authentic, fun, creative, innovative, inclusive and collaborative plan and Tofino will achieve success in making events tourism and economic drivers while enriching and enhancing community life.**

## ACKNOWLEDGEMENTS

Thank you to the District of Tofino RMI team, April Froment and Ivana Kraljevic, Tourism Tofino and the event community for your input and assistance in developing the strategy. Special thanks to the event stakeholders who provided input by phone and attended the discovery workshop.

## APPENDIX Tofino Event Stakeholders

Name	Event / Organization	ATTENDED*
Anne Weeks	Tofino Public Market	
Ashley Adams	Otalith, Clayoquot Oyster Festival, Feast	
Bobby Lax	Clayoquot Oyster Festival	
Brendan Muehlenberg	Surf Cam Surf Contest	Yes
Catherine Bruhwiler	Tofino Paddle Surf Invitational, Bruhwiler Kids' Classic	
Cathy Thicke	District of Tofino Council	Yes
Charles McDiarmid	Feast (+ Tourism Tofino Board Chair)	Yes
Cindy Hutchison	Clayoquot Oyster Festival	Yes
Dan Harrison	Shorebird Festival, Lantern Festival	
Dennis Nerpio	Surf's Up for Autism	
Dorothy Baert	District of Tofino Council	Yes
Emery Hartley	Various events through Friends of Clayoquot Sound	
Gisele Martin	Tla-o-qui-aht representative	
Greg Blanchette	District of Tofino Council	Yes
Jacqueline Chamberland	Cultural Heritage Festival, Summer Festival	Yes
Jenn Houtby-Ferguson	Tourism Tofino	Yes
Jennifer Steven	Tofino Arts Council	
Jesse Hodsmen	World Ocean Day	
Joe Martin	Tla-o-qui-aht representative	
Jonny Jenkinson	Otalith	
Kim Johnston	Tofino Film Festival	
Kira Rogers	Tofino Food and Wine Festival	
Krissy Montgomery	Queen of the Peak	
Lynda Kaye	Tofino Saltwater Classic (+Tourism Tofino PR)	
Eileen Floody	West Coast Winter Music Series	
Marilyn McEwen	Whale Festival (+ Ukee District Council)	
Maureen Fraser	Tofino Arts Council, (+ Tourism Tofino Board Member)	Yes
Mike Jacobsen	Queen of the Peak	Yes
Myrosha Daley	Rip Curl Pro Tofino	
Norma Dryden	Carving on the Edge Festival	Yes
Rob Renna	Clayoquot Community Theatre	
Sally Mole	Ucluelet Chamber of Commerce (Edge 2 Edge Marathon)	
Sam Fyleris	Tourism Tofino	Yes
Sheila	Rare Earth Weddings	
Stuart Robinson	Surf SUP Island SUP Series	
Sue Payne	Whale Festival	Yes
Terry Dorwood	Tla-o-qui-aht representative	

- Indicates event stakeholders who attended January 2015 discovery works



Tofino Shorebird Festival, photo: Adrian Dorst

The Tofino Event Strategy (2015 – 2019) was commissioned by the District of Tofino  
and produced by

Maureen Douglas, Mobilize Strategies Inc.

P.O. Box 268,

Pemberton, BC V0N 2L0

604.388.8804

[www.maureendouglas.com](http://www.maureendouglas.com)