

One-Year Tactical Plan 2026

Designated Recipient: District of Tofino
Designated Accommodation Area: District of Tofino
Date Submitted: November 30, 2025
MRDT Repeal Date: May 31, 2027
Five Year Period: June 1, 2022 to May 31, 2027

Section 1: Overview and Update to Five-year Strategic Business Plan

Heading	Description
Strategic Direction	<p><u>VISION:</u> Tofino is deeply respected and sought out for the transformative experience of oneness (everything is connected).</p> <p><u>MISSION:</u> To deliver sustainable growth for our members that contributes economic and social benefits for our community.</p> <p><u>BRAND PROMISE:</u> There is a oneness in Tofino connecting the raw beauty of the ocean and forest with all who choose to share in this cherished place.</p> <p><u>5-YEAR STRATEGIC PLAN:</u> Tourism Tofino continues to follow the goals and objectives laid out in the 2022-2027 Strategic Business Plan. The plan contains four (4) strategic pillars – each with their own objectives and strategies.</p> <p><u>PILLAR #1: BALANCE GROWTH</u></p> <p>1. Increase non-peak visitation to sustainably grow tourism to benefit businesses and improve long-term employment opportunities.</p> <p>Objective:</p> <ul style="list-style-type: none"> • Achieve 69% average hotel occupancy from October to May (10% increase over 2019). <p>Strategies:</p> <ul style="list-style-type: none"> • Inspire new and returning leisure visitors. • Develop meetings/retreats/incentive travel as a driver of mid-week, non-peak stays. • Elevate environmental and cultural understanding. • Collaborate with First Nations to increase awareness of their territories and visitor experiences. • Promote air, shuttle, and bicycle transportation options for travel to and within Tofino. • Work with industry partners to expand reach and increase exposure in long-haul markets.

2. Increase visitor spending, longer stays, and repeat visits.

Objective:

- 70,000 visitor interactions annually by 2027 (increase of 20% over 2019).

Strategies:

- Have highly skilled and knowledgeable visitor services staff.
- Enhance exposure of non-peak experiences.
- Increase visitor touchpoints.

3. Build sense of place in the Visitor Centre.

Objectives:

- Improve visibility of cultural heritage, including First Nations.
- 20% increase in retail revenue.

Strategies:

- Increase destination and First Nations education & interpretation within Visitor Centre.
- Feature locally produced products in retail mix.

PILLAR #2: DEEPEN EXPERIENCES

1. Foster experience development that connects visitors to nature, cultures, values, and peoples.

Objective:

- Facilitate enhanced and new visitor experiences.

Strategies:

- Add product development expertise to facilitate enhanced and new experiences including ecotourism, adult education, arts/culture/heritage/culinary, health & wellness, Indigenous experiences.
- Continue to support Indigenous experience development.
- Develop and implement plans to re-invigorate non-peak festivals and events.

2. Reduce the impact of tourism on the natural environment and people.

Objectives:

- Annual increases in visitor participation in environmental protection and regeneration activities.
- Obtain sustainable destination certification by 2024.

Strategies:

- Continue to support and develop education approaches that encourage responsible travel and expected behaviours with visitors, business, and seasonal staff.
- Collaborate with local organizations to expand visitor volunteer participation in conservation/regeneration programs.
- Implement collective destination approach to achieving a sustainable tourism certification.

3. Coordinate tourism development and management with local governments and members.

Objective:

- Improved seasonal staff levels.
- Complete a new Tourism Master Plan in 2023.

Strategies:

- Coordinate seasonal staff recruitment campaign with members and collaborate with training partners to build local expertise.
- Partner with the District of Tofino and First Nations on the development of a new Tourism Master Plan and other tourism-related initiatives.

PILLAR 3: STRENGTHEN CONNECTIONS

1. Improve connections with industry, community, First Nations, and tourism partners.

Objective:

- Increase coordination and communication.

Strategies:

- Create opportunities for members to connect, share and learn from each other.
- Seek opportunities to collaborate (e.g., first responders, industry sectors, emergency preparedness, First Nations).
- Build support for tourism within the community.
- Conduct effective and relevant member communication.
- Support TIABC, TIAC, Chambers of Commerce, and sector associations with advocacy.

	<p><u>PILLAR 4: SOUND OPERATIONS</u></p> <p>1. Operate with transparency, accountability and in alignment to the objectives of our members and community.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Clean audits. • 75% of members are satisfied with MRDT spending. <p>Objectives (continued):</p> <ul style="list-style-type: none"> • 80% of members rate Tourism Tofino as a valuable organization for Tofino’s tourism industry. • Ocean Friendly certified. <p>Strategies:</p> <ul style="list-style-type: none"> • Records and documentation are available to members, community, and governments. • Activities will support the community goals and objectives as stated in the Official Community Plan, Tourism Master Plan, and other municipal plans. • Have an engaged board of directors that provides oversight and strategic guidance. • Report to members annually at the AGM. • Utilize research and data for decision-making. • Implement financial and environmental sustainability measures throughout Tourism Tofino operations. • Conduct annual member survey.
<p>Key Learnings and Conclusions</p>	<p>Tourism Tofino was able to complete some major projects in 2025 from the current 2022-2027 Strategic Business Plan. The renewal of the 2014 Tofino Tourism Master Plan was completed in late 2025 – the new Tofino Destination Stewardship Plan (DSP). The DSP has been formally endorsed by Tourism Tofino, Tla-o-qui-aht First Nation, the District of Tofino, and the Tofino Chamber of Commerce. The DSP was developed with unprecedented engagement with the community. The plan focuses the tourism industry on the Nuu-Chah-Nuulth law of ʔiisaak – which loosely translates to “respect”. The seven focus areas in the plan address how to advance a respectful tourism industry in Tofino and will inform Tofino’s future MRDT renewals, Resort Development Strategies and other tourism policy & planning.</p> <p>Another major focus in 2025 was building a better foundation of research, data and insights with which to make more informed decisions. Tourism Tofino published the 2024 Economic Impact of Tourism in Tofino study in the spring of 2025. The report estimated that in 2024 Tofino attracted 711,200 visitors with a direct spend of \$430 million. The Tofino tourism industry supported 3,190 direct jobs</p>

generating \$183 million in direct GDP. When accounting for indirect and induced economic impacts, the Tofino tourism industry supported a total of 4,440 jobs with \$211 million in wages and a total economic output of \$657 million.

Tourism Tofino also worked with Leger on our second brand awareness and perception study by expanding the surveys to include the Alberta market. There is high awareness of Tofino as a destination (96% in BC and 86% in AB), but room to improve with familiarity of the destination (68% in BC and 44% in AB). 61% of BC residents surveyed are interested in visiting Tofino in the next 5 years, with the same consideration at 38% with AB residents.

We also built on our resident sentiment program in Tofino. With so much data now available to us, we engaged Rove in 2025 to help Tourism Tofino ingest, visualize and analyze our data to spend less time collating and more time strategizing on how to change what we're doing based on the data.

Hotel occupancy in Tofino has ticked up slightly on average in 2025 compared to the previous year. We saw large growth in the spring months of April, May and June – likely due to a boost in domestic travel due to political tensions with the USA. Peak summer continues to be strong with hotel occupancy in August 2025 over 90%, compared to 28% in January 2025 – highlighting that visitation is still incredibly seasonal in Tofino.

One of Tourism Tofino's highest priorities is reconciliation and supporting Tla-o-qui-aht and Ahousaht First Nations on implementing their visions for tourism in their territories. We continue to promote Tla-o-qui-aht's Tribal Parks Allies program which is a world-class example of a local tourism industry living up to the United Nations Declaration on the Rights of Indigenous People by sharing the benefit of tourism. We are starting to work more with Ahousaht First Nation on promoting their stewardship fee. We continue to elevate Tla-o-qui-aht's ʔiisaak Pledge which shares their teachings and laws they expect visitors to follow. The pledge is now a core goal of the Tofino Destination Stewardship Plan where we want every business, resident and visitor to take the ʔiisaak Pledge by 2030. We continue to share stories about how the First Nations in the region are using tourism revenues to steward the lands and waters around Tofino.

We also continue to assist with capacity-building and mentorships with the First Nations with plans in 2026 to provide grants once again for Nation members and Indigenous-owned businesses to attend the

	<p>International Indigenous Tourism Conference (which Tourism Tofino will sponsor again in 2026). We also continue to be a Bear-level member of the Friends of Indigenous Tourism BC program who are providing valuable training opportunities in our region.</p>
<p>Overall Goals and Objectives</p>	<p>Tourism Tofino continues to follow the overall goals and objectives laid out in the 2022-2027 Strategic Business Plan – as articulated above in the Strategic Direction section.</p> <p>Nothing has changed since the development of this plan to cause a need to change strategy or direction. Work will begin in late 2025 on the development of the next 2027-2032 Strategic Business Plan which will be largely informed by the extensive engagement and directions in the new Tofino Destination Stewardship Plan.</p>
<p>Target Markets</p>	<p>Tourism Tofino continues to use marketing to drive visitation in non-peak times (October to May).</p> <p>Our primary geographic markets continue to be British Columbia, Alberta (Calgary and Edmonton) and Washington, USA (greater Seattle area). Secondary markets or more long-haul markets for Tofino are Ontario, California, Germany, and the UK. Long-haul markets continue to be of interest as they tend to stay longer and have more immersive stays.</p> <p>Tourism Tofino aims to inspire visitation by people who are curious about the environment, adventurous yet respectful, love great food, and are interested in richer arts and cultural experiences, including learning about Indigenous culture.</p>

Section 2: One-Year Tactical Plan with Performance Measures (2026)

Major Category	2022 - 2027 Strategies <i>(from 5-Year Strategic Overview Update)</i>	Implementation Plan					
		2026 Tactics/Outputs	2026 Objectives/Outcomes	Timeline	Target Markets/Audience	Partners	Funding Source
MARKETING	1 Inspire new and return leisure visitors.	BRAND & PAID MEDIA					
		Implement new marketing strategy developed in late 2025 to compliment Tofino's new Destination Stewardship Plan.	Growth in both awareness and consideration among key markets over previous year.	Spring 2025 campaign: mid-Feb to mid-May Fall/Winter 2025/26 campaign: mid-Sep to mid-Jan	Primary leisure markets: British Columbia, Calgary & Edmonton (AB), Seattle (WA)	Members, 4VI, DBC, ITBC, DC, airlines, Tla-o-qui-aht First Nation, Ahousaht First Nation, local government, event organizers	MRDT
	2 Elevate environmental and cultural understanding.	Execute paid branded advertising campaigns to inspire non-peak leisure travel to Tofino (October through May).	Growth in off-peak occupancy rates over previous year.	Airline campaign in Spring.			
	3 Collaborate with First Nations to increase awareness of their territories and visitor experiences.	Work with airlines to raise awareness of air travel options to Tofino - particularly outside of summer.	Increased number of travellers coming to Tofino by air.	Always on for most other tactics.	Secondary leisure markets (long-haul): Ontario, California, UK, Germany		
		Work with First Nations to raise awareness that Tofino is in Tla-o-qui-aht territory and has Indigenous experiences.	Increase in awareness of (and interest in) Indigenous experiences in Tofino.				
	4 Promote air, shuttle and bicycle transportation options for travel to and within Tofino.	Leverage partner relationships (4VI, DBC & DC) for increased reach in long-haul markets with focus on non-peak travel	Recover ratio of international travellers to Tofino to 2019 levels (25% of visitors in 2019).	Non-peak events.	All markets	Tla-o-qui-aht First Nation, Ahousaht First Nation, Members, 4VI, DBC, ITBC, DC	MRDT
		Support non-peak festivals and events marketing with Tourism Tofino Events Marketing Support program.	TTEMS program fully subscribed in 2026.				
	5 Work with industry partners to expand reach and increase exposure in long-haul domestic, US and international markets.	DIGITAL MARKETING (OWNED MEDIA)					
		Plan and produce compelling content for all owned channels that feature member experiences, sustainability stories, Indigenous teachings/experiences and suggested itineraries.	Minimum 3 organic posts per week on social media.	Year round			
			Minimum 2 consumer-facing blog posts per month & 4 consumer-facing newsletters per year.				
		Strong engagement on social media channels (TikTok, Instagram & Facebook).	5% increase in followers and engagement over previous year.	Year round			
			Growth in referrals to website from social media and newsletters.				
	Rapidly rebuild consumer e-newsletter audience. Partner with Tla-o-qui-aht to drive subscriptions with ʔiisaak Pledge.	Target of 10,000 subscribers.	Year round				
	Continue to build out new content and optimize performance of the new Tourism Tofino website. Focus on improving engagement rate and time on site.	5% increase in key website metrics over previous year.					
	TRAVEL MEDIA & COMMUNICATIONS (EARNED MEDIA)						
Identify, pitch and host travel media that align with target audience, values and non-peak coverage - with a focused media trip on Indigenous tourism and the ʔiisaak Pledge.	15 journalists hosted (Tourism Tofino generated).	Year round		Canadian, US & some targeted international journalists	Members, 4VI, DBC, ITBC, DC, First Nations	MRDT	
	50 media placements (Tourism Tofino generated).						
Improve Tourism Tofino's corporate communication efforts to residents, First Nations, members, partners and industry.	Increase in subscribers and open rate for industry newsletter.	Year round		Residents, First Nations, members, partners and industry			
	5% increase in followers and engagement on LinkedIn.						

MEETINGS, CONVENTIONS, EVENTS & SPORTS	1	Develop incentive travel, meetings and retreats sector as driver of mid-week, non-peak stays.	Decreasing priority on business, meetings and incentive travel but continue to support members in this space.	Target of 20 leads on incentive/meetings groups.	Year round	Incentive/meeting planners in Vancouver, Calgary and Toronto		MRDT	
			Work with partners and members to develop regenerative travel itineraries focused on winter.	Regenerative travel itinerary produced.					
VISITOR SERVICES	1	Have highly skilled and knowledgeable Visitor Services staff.	Conduct staff FAMs, ensure staff go through West Coast Ambassador training and Indigenous training, ensure staff are comfortable explaining all things Tofino.	Maintain a 4.5 rating (or higher) on Google for the Tofino Visitor Centre.	Year round	All markets. Visitors at all stages of trip planning.	Members, local organizations, First Nations	MRDT & Non-MRDT	
VISITOR SERVICES (continued)	2	Enhance exposure of non-peak experiences.	Increase non-peak visuals, winter information and activity/itinerary suggestions within Visitor Centre.	5% increase in visitor interactions (Visitor Centre, mobile visitor services and phone/email inquiries) over previous year.	Year round	All markets. Visitors at all stages of trip planning.	Members, local organizations, First Nations	MRDT & Non-MRDT (retail profit & grants)	
	3	Increase visitor touchpoints.	Continue to promote visitor services in Tofino and operate mobile visitor services during summer months.						
	4	Increase destination and First Nations education and interpretation within Visitor Centre.	Continue to host Indigenous workshops, presentations and interpretation at the Visitor Centre. Feature Indigenous language and art in the Visitor Centre.	New signage and interpretation featuring Nuu-Chah-Nulth language and education to be added to Visitor Centre.					
	5	Feature locally produced products in retail mix.	Continue to feature local artisan products in Visitor Centre.	Increase in retail sales over 2025.					
DESTINATION & PRODUCT EXPERIENCE MANAGEMENT	1	Add product development expertise to facilitate enhanced and new experiences including: eco-tourism, adult education, arts/culture/heritage/culinary, health and wellness and Indigenous experiences.	Develop more opportunities for voluntourism experiences in Tofino, including clean-ups in remote areas of Clayoquot Sound that don't get as much attention - like back roads, island beaches, and overlooked downtown areas.	Work with tour operators to create remote beach clean voluntourism opportunities in summer 2026.	Year round	All markets	Members, Surfrider	MRDT	
			Leverage technology and new website to create itineraries, routes and gamification to encourage seasonal dispersion and encourage visitors to explore deeper.	Use Bandwango to create itineraries, routes or incentives for non-peak times of the year.					
	2	Continue to support Indigenous experience development.	Continue to financially support and promote the Tla-o-qui-aht Tribal Parks Allies program including support for training opportunities for Ally businesses.	Support Tla-o-qui-aht on continuing to promote and educate on Tribal Parks Allies program.			Non-MRDT (retail proceeds)		
			Continue to financially support new cultural experiences and other new products/experiences from local First Nations - including highlighting Indigenous stewardship efforts.	Continue to support new initiatives and build capacity within First Nations for tourism.					
			Create tourism mentorship and professional development opportunities for First Nations members, including youth. Develop strategies for workforce and decolonizing businesses based on new Tofino Stewardship Plan.	Engage Indigenous youth in tourism opportunities, job fairs, mentorship opportunities in fields like marketing & visitor services.				First Nations, schools, members	
				Provide grants to assist Indigenous businesses and Nations to attend ITBC/ITAC conferences.					First Nations, Indigenous businesses, ITBC
	3	Develop and implement plan to re-invigorate non-peak festivals and events.	Develop signature winter events for Tofino that attract value-aligned visitors around things like regenerative and Indigenous tourism.	Complete review on how Tourism Tofino supports events, with a renewed focus on incubating new events between October and May that draw significant visitation.			Event planners, local government, Tofino Arts Council, members		
	4	Continue to develop education approaches that encourage responsible travel and expected behaviour with visitors, business and seasonal staff.	Continue to deliver responsible visitor messaging via the ʔiisaak Pledge. This includes visitor messaging such as water conservation, know before you go, leave no trace, Coast Smart, WildSafe BC, etc.	Updated messaging documents, social media tactics and collateral for responsible visitor behaviour under the ʔiisaak Pledge campaign.			Visitors, members and their staff	Tla-o-qui-aht First Nation, local government, Chamber, Parks Canada, members	MRDT

ADMINISTRATION	2	Activities will support the community goals and objectives as stated in the Official Community Plan, Tourism Master Plan, and other municipally developed plans.	Work with all members and partners on the development of Tourism Tofino's next 5-Year Strategic Business Plan 2027-2032.	75% of members are satisfied with the overall performance of TT. Produce 5-Year Strategic Business Plan by April 2026.	Year round	Members, governments, residents	Board of Directors, TT staff	MRDT
			Continue resident sentiment survey program.	Resident survey each fall.				
	3	Have an engaged Board of Directors that provides oversight and strategic guidance.	Work with local governments, first responders, emergency services, and First Nations on Crisis Communications and Emergency Planning (given Tourism Tofino's large reach to communicate messages to visitors in times of emergency).	Train staff, local government and partners in new Tourism Tofino Crisis Communication Plan. Media training for spokespeople.				
			Regular well-attended board meetings with a clear understanding of board governance.	All positions filled and board engaged. Board governance training and a board retreat in 2025.				
	4	Report to members annually at AGM.	Review activities, results and audited financials at AGM.	Successful and well-attended AGM held in March 2026.				
	5	Utilize research and data for decision-making.	Continue to collect and review local data from CoStar, AirDNA, Environics Analytics, Brand Awareness studies and others. Refine data dashboard built in 2025 with Rove.	Present shareable data to board and membership via newsletter and industry section of website.		Members, residents, District of Tofino		
			Plan for future cycles of economic impact studies and design & launch a Tofino exit survey with visitors.	Establish new visitor survey program.				
	6	Implement financial and environmental sustainability measures throughout Tourism Tofino operations.	Build and maintain operating reserve fund.	Reserve at 15% of 2026 budget.				
			Build and maintain major repairs and maintenance reserve fund.	Reserve level reviewed and adjusted by board.				
			Operate in environmentally sustainability manner.	Biosphere, WildSafe BC, and Synergy certified.				
7	Conduct annual member survey.	Seek member feedback on performance.	Survey successfully conducted in Q1 of 2026.	Jan - Mar	Members		MRDT	
OTHER	1	Contribution to municipal infrastructure - approved during 2022 Tofino MRDT renewal.	Financial contribution to the District of Tofino's Waste Water Treatment Plant (WWTP).	\$400,000 contribution to WWTP in 2026.	Jul - Dec		District of Tofino	MRDT

Designated Recipient:	District of Tofino
Date Received (Completed by DBC):	
Plan Year:	2026

Section 3: Budget for One-Year Tactical Plan

Revenues (MRDT and Non-MRDT)	Budget \$
Estimated Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	
General MRDT (net of admin fees)	\$2,743,565
MRDT from online accommodation platforms (OAP)	\$675,000
Local government contribution	\$0
Stakeholder contributions (i.e. membership dues)	\$0
Estimated Co-op funding (e.g. CTO; DMO-led projects)	\$0
Grants - Federal	\$0
Grants - Provincial	\$25,000
Grants/Fee for Service - Municipal	\$0
Retail Sales	\$226,350
Interest	\$50,000
Other (please describe):	\$0
Total Revenues (Excluding Carry Forward)	\$3,719,915
Expenses (MRDT and Non-MRDT)	Budget \$
Marketing	
Marketing staff – wage and benefits	\$322,732
Media advertising and production	\$511,820
Website - hosting, development, maintenance	\$27,500
Social media	\$42,300
Consumer shows, events	\$12,000
Collateral production and distribution	\$13,000
Travel media relations	\$24,000
Travel trade	\$3,000
Consumer focused asset development (written content, video, photography)	\$97,000
Other (please describe)	\$0
Subtotal	\$1,053,352
Destination & Product Experience Management	
Destination and product experience management staff – wage and benefits	\$176,383
Industry development and training	\$137,500
Product experience enhancement and training	\$110,000
Research and evaluation	\$95,000

Other (please describe)	\$66,750
Subtotal	\$585,633
Visitor Services	
Visitor Services Wages and Benefits	\$320,751
Visitor Services Operating Expenses	\$146,380
Other (please describe)	\$94,300
Subtotal	\$561,431
Meetings, Conventions, Events & Sport	
Staff – wages and benefits	\$62,413
Meetings, conventions, conferences, events, sport, etc.	\$41,500
Subtotal	\$103,913

Administration	
Management and staff unrelated to program implementation - wages and benefits	\$161,999
Finance staff – wages and benefits	\$0
Human Resources staff – wages and benefits	\$7,800
Board of Directors costs	\$20,000
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	\$19,600
Office lease/rent	\$10,000
General office expenses	\$121,187
Subtotal	\$340,586
Affordable Housing (if applicable)	
OAP Revenue	\$675,000
General MRDT Revenue	\$0
Subtotal	\$675,000
Other	
All other wages and benefits not included above (please describe)	
Other activities not included above (please describe) - contribution to municipal wastewater treatment plant	\$400,000
Subtotal	\$400,000
Total Expenses	\$3,719,915
Total Revenue Less Total Expenses (Surplus or Deficit)	\$0
Estimated Carry Forward (Previous Year Carry Forward plus Surplus or Deficit)	\$0

Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities to draw visitation (do not include in-destination expenses such as visitor servicing, administration, events or industry training, etc).

***This table should not exceed total marketing expenses.**

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	\$270,000	68%
Alberta	\$80,000	20%
Ontario		0%
Other Canada (please specify)		0%
Washington	\$50,000	13%
California		0%
Other USA (please specify)		0%
Mexico		0%
China		0%
UK		0%
Germany		0%
Australia		0%

Japan		0%
Other International (<i>Please specify</i>)		0%
Total	\$400,000	100%