

One-Year Tactical Plan - 2019

Approved by Tourism Tofino Board of Directors: September 24, 2018



Section 1: Five-year Strategic Overview - 2019 Update

Vision

Tofino will be recognized as one of North America's premier year-round destinations.

Mission

To generate customers for our members and economic benefits for our community, while recognizing our responsibilities to residents, the environment and our guests.

Brand Positioning *(developed May 2018 through resident/member/stakeholder/staff/Board engagement)*

Tofino's wellbeing is built upon a foundation of exceptional experiences that uplift bodies, minds and spirits while connecting visitors to Tofino's genuine west coast peoples, eclectic culture and unique natural places.

Brand Promise *(developed May 2018 through resident/member/stakeholder/staff/Board engagement)*

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.

June 2017- May 2022 Revised Strategic Direction

Major Category	Value	2019-2022 Goals	2019-2022 Objectives	2019 Strategies	Target Markets/Audience		
Governance & Corporate Responsibility	Operate in a fiscally and operationally-responsible manner	1	Financial stability and transparency		~ documentation available to members	members, District of Tofino	
		2	Operational excellence	grow non-MRDT funds to 10% of 2% MRDT total	~ create member advertising opportunities ~ grow retail sales		
				clean audit annually	~ utilize Canada accounting standards		
				75% high member satisfaction	~ annual report to members at AGM ~ implement member communication platform ~ annual member survey		
3	Engaged Board of Directors	member interest in running for Board	~ organized and productive Board				
Marketing	Generate visitor demand aligned with community capacity and resident values <i>(respect and appreciation for environment, peoples, animals)</i>	1	Increase overnight visitation during the spring, fall and winter	Mar-Jun avg occ rate 79%	~ infuse consistent brand positioning throughout all initiatives ~ utilize targeted methods to inspire new and return visitors, and generate brand advocacy ~ develop meetings sector co-op marketing program ~ facilitate the development of non-peak, mid-week experiences including adult learning ~ work with industry partners to increase exposure for Tofino	BC, AB, WA	
				Sept-Nov occ rate 78%			
		2	Protect current levels of summer business	Dec-Feb occ rate 50%			
				Jul-Aug occ rate 97%			
					Eastern Canada, US, Int'l		

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Visitor Services	Welcome visitors to our community as we would friends to our home	1 Increase visitor spending, longer stays and repeat visits	20% increase in total visitor interactions	~ improve VC staff retention year over year ~ increase product knowledge training ~ activate and program new Visitor Centre to draw more visitors ~ use mobile & social media visitor outreach	visitors
Destination & Visitor Experience Management	Our visitors will experience positive impressions from our work	1 PROJECT: Construct an inspiring and productive Visitor Centre	Visitor Centre complete 2019	~ replace aging Visitor Centre with new one that reflects sense of place, cultural heritage and resident values. This centre will also include Tourism Tofino's marketing and administrative offices	visitors, members, community
		2 PROGRAM: Build knowledge with seasonal staff and visitors about local values and expected behaviors	members using tools	~ sponsor the TLBCC's TAP ~ build and provide easy-to-use seasonal staff on-boarding tools ~ educate visitors on destination values, behaviors and Tofino regulations including water restrictions	seasonal staff, members, visitors
		3 PROGRAM: Support experience enhancement and development	event attendance and shuttle usage growth	~ support festivals/events/arts/cultural product development in partnership with District of Tofino ~ support shuttle bus service	festival/event organizers, artisans, performers visitors
		4 Be an informed tourism community	research current within 2 years (with exception of Econ Impact)	~ conduct tourism research to inform decision-making ~ communicate value of tourism	members, District of Tofino, residents
Collaboration & Strategic Alliances	Collaborate, communicate and co-ordinate with members, industry and community partners on common objectives	1 Collaborate and co-ordinate tourism development and management with DoT and members	positive and supportive relationship between DoT and TT	~ participate in Tourism Master Plan, CEDAC, and other tourism related initiatives ~ provide guest input to inform RMI investment ~ be inclusive of local First Nations	District of Tofino TLBCC members local First Nations
		2 Support TIABC, TLBCC and TBA on tourism advocacy issues	Tofino included in regional and provincial issues	~ engage on issues and respond to requests for support	TIABC, TLBCC, TBA
		3 Share and align with TVI, DBC, DC	frequent collaboration	~ work together for greatest positive results	TVI, DBC, DC

TLBCC - Tofino Long Beach Chamber of Commerce

TBA - Tofino Business Association

TVI - Tourism Vancouver Island

DBC - Destination British Columbia

DC - Destination Canada

TIABC - Tourism Industry Association of BC