



Strategic Business Plan 2022- 2027

Approved by Tourism Tofino Board of Directors: March 16, 2021

TABLE OF CONTENTS

- 1.0 Five-year Strategic Overview**
 - 1.1 Introduction3
 - 1.2 Vision, Mission and Brand Promise3
 - 1.3 Planning Process and Consultation4
 - 1.4 Key Themes from Consultation4
 - 1.5 Guiding Principles5
 - 1.6 Alignment with Destination BC and the Province of BC5
 - 1.7 Foundational Elements for Success5

- 2.0 Strategic Context**
 - 2.1 Economic Conditions and Trends6
 - 2.2 Destination Performance7
 - 2.4 Occupancy Rates 2017-20218
 - 2.5 Average Daily Rate 2017-20218
 - 2.7 Strengths, Weaknesses, Opportunities & Threats9
 - 3.9 Sources of Funding10

- 3.0 Overall Goals, Objectives and Targets**
 - 3.1 Strategic Pillars, Goals, Objectives and Key Strategies11
 - 3.2 Brand Framework16
 - 3.3 Target Markets17
 - 3.4 The Ideal Tofino Visitor17

- 4.0 Management, Governance and Administration**
 - 4.1 Organizational Structure17
 - 4.2 Governance18
 - 4.3 Current Board of Directors (2020-21)19
 - 4.4 Tourism Tofino Staff19

- 5.0 Appendices**
 - 5.1 Appendix i: Strategic Plan Consultation Participants.....20

1.0 FIVE-YEAR STRATEGIC OVERVIEW

1.1: INTRODUCTION

Tourism Tofino is a registered not-for-profit society, governed by a Board of Directors elected from the Society's two hundred members. It is contracted by the District of Tofino to invest the Municipal and Regional District Tax (MRDT) in tourism marketing, programs, projects and visitor services. Tourism Tofino is accountable to its members and funders and prides itself on taking a strategic and data-driven approach to generating results.

The work of the organization inspires travel to Tofino which generates customers for local businesses and economic and social benefits that contribute to the betterment of the community. This five-year strategic business plan contributes to the goals of Destination BC and the Province of BC's MRDT Program.

We acknowledge that tourism provides livelihoods for a vast majority of Tofino residents however it has also created challenges for this small resort community. The activities included in this plan will continue to support local business through destination marketing and visitor services. Additionally, they will also reduce the negative impacts of tourism with education, strategic experience development, balanced and responsible growth and the creation of a cohesive community vision for tourism through long-range master planning and a sustainable destination accreditation.

This expanded scope of work and industry leadership will be enabled through additional MRDT funds that will become available for operations starting in 2023, and a strong and positive relationship with the District of Tofino and our members for the 2022-2027 term.

1.2: BRAND PROMISE, VISION AND MISSION

Brand Promise:

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.

Vision:

Tofino is deeply respected and sought out for the transformative experience of oneness (everything is connected).

Mission:

To deliver sustainable growth for our members that contributes economic and social benefits for our community.

1.3: PLANNING PROCESS AND CONSULTATION

Tourism is the dominant industry in Tofino and the life of every resident is connected to it whether directly or indirectly. Broad and robust consultation was conducted to draw out insights and a variety of perspectives used to inform this plan.

Strategic consultants, familiar with Tofino and its complex relationship with tourism, reviewed all relevant documentation related to tourism including the current Tourism Master Plan and the Official Community Plan. They then held six virtual workshops between December 11, 2020 and February 9, 2021 to gather input. An open invitation to participate in these workshops was extended to members and the community at large. Participants consisted of our Board of Directors, staff, members, residents and some District of Tofino Councillors. The feedback provided has played a very significant role in the creation of this Strategic Business Plan.

See Appendix 7.1 for a list of all consultation participants.

1.4: KEY THEMES FROM CONSULTATION

Consistently mentioned through all the workshops, whether with members or people not directly involved in tourism, were five key themes:

- There is an appreciation that tourism is core to the Tofino economy; however, there is concern about 'over tourism' and its impact on the community especially in the summer months.
- Increasing non-peak visitation to benefit businesses and improve long-term employment opportunities is of high interest. This would result in less reliance on seasonal staffing, year-round viability and improved community building.
- Participants envision Tofino as a place where visitors respect and appreciate the interconnectedness (we are all one) of the culture, nature and peoples and seek to deepen their connections with Tofino and its values.
- There is a desire to strengthen relationships with First Nations and seek opportunities for collaboration.
- An opportunity for a redefinition of tourism success beyond growth exists i.e. resident quality of life.

1.5: GUIDING PRINCIPLES

Based on the robust consultation process, four guiding principles were developed to inform the strategic plan.

1. We understand that all things and beings in Tofino are connected in oneness: success in tourism goes beyond success in business. It also means success in life, success for the communities and success in the preservation of the natural environment.
2. Every interaction with visitors, seasonal staff, businesses and community is an opportunity to raise consciousness about conserving, protecting and regenerating the environment and our local way of life.
3. We invite those who are curious about deepening connections with nature and the culture and history of local peoples.
4. The work we do must support the objectives of our members while aligning to the goals of the Official Community Plan, Tourism Master Plan and other municipal plans that are informed through resident consultation.

1.6: ALIGNMENT WITH DESTINATION BC AND THE PROVINCE OF BC

Tourism Tofino works in alignment with Destination BC (DBC) and within the Province of BC's guidelines for MRDT use.

We value our close relationship with DBC and rely on the DBC team to promote the coastal experience offered in Tofino in their long-haul domestic, US and international markets. We support this work by assisting DBC with travel media, content and travel trade initiatives wherever possible.

We have engaged in the development process for DBC marketing and communications initiatives, including the Iconics program, and appreciate the opportunity to be involved.

1.7: FOUNDATIONAL ELEMENTS FOR SUCCESS

We have identified several foundational elements, or enablers, that are required to deliver the objectives of this plan:

1. Sound governance
2. Reliable and sustainable funding
3. Strong and differentiated destination brand
4. Industry/member support
5. Skilled employees
6. Positive and supportive relationships with Tofino and First Nations governments

2.0: STRATEGIC CONTEXT

2.1: ECONOMIC CONDITIONS AND TRENDS

This five-year strategic business plan begins in 2022, the year after our industry will have struggled through the impacts of the COVID-19 pandemic. In 2020 Tofino was fortunate to fit the travel desires of so many B.C. residents – wide open spaces with fewer faces – and so Tofino tourism businesses were less impacted than others throughout the province of BC.

Uncertainty still exists about the extent and duration of the impacts. We are however, expecting 2022 to be a more ‘normal’ year in Tofino with the return of international and long-haul domestic travellers. We are however expecting heady competition for every travel dollar from all domestic and international destinations.

Tofino is a place of deep environmental conservation and protection roots. Residents of Tofino and neighbouring First Nations communities honour and respect the magnificent environment that we are so fortunate to live within. Through our values-based branding approach we will continue to inspire those who share these same values to visit and interact with our destination. Negative impacts of tourism will be mitigated with this alignment of visitors with resident values, and with the continued implementation of educational techniques that encourage responsible travel practices.

Like most BC destinations Tofino is highly seasonal and so our priority is to focus our investments in tactics that balance growth by building the non-peak seasons. Our members have told us that increasing visitation in the October through May period will provide needed revenue and create more long-term employment opportunities. This in turn creates community members who contribute to the well-being of Tofino and reduces the reliance on seasonal staff. To further facilitate balanced non-peak growth, we will foster more year-round experience development that is in keeping with our destination’s character. This will create new reasons to visit and return.

Communities and their tourism economies must co-exist harmoniously if they are to be truly successful destinations. Residents must support tourism and be true ambassadors if visitors are to have the genuine experience that they seek. Tofino is currently struggling with its some tourism-exacerbated challenges, particularly in the summer months when occupancy levels are between 94 – 97% and infrastructure is stressed. Tourism Tofino can play a role in addressing and improving this situation and in this plan we have made a commitment to support or lead projects such as Tourism Master Planning and Sustainable Destination Accreditation, both which build a common vision for our destination with all residents, address challenges and improve the long-term sustainability of tourism, the environment and resident quality of life.

2.2: DESTINATION PERFORMANCE

Although remote, Tofino usually enjoys high levels of peak-season visitation from a mix of markets including domestic, US and international. It also has a very loyal following of repeat visitors who travel year-round for short get-aways and annual family vacations, many from Vancouver Island and the Lower Mainland.

Tofino has experienced steady growth in occupancy and average daily rate since the inception of the MRDT. Our expectation is that our travel profile will return to what it was pre-COVID-19 within a few years although we are prepared for some bumps along the way.

Economic Metrics:

(source: Economic Impact of Tourism in Tofino, InterVistas Consulting Inc for Tourism Tofino, 2019)

For a small community of 2,000 permanent residents, Tofino's tourism industry packs a big punch. Although we do not have data from 2020 for comparison, we do expect that by 2023 we will have recovered to near or the same economic levels as in 2018:

- 600,000 visitors
- Spending an estimated \$295 million in our local economy.
- 2,670 direct jobs
- 1,270 direct FTE's
- \$60 million in direct wages
- \$130 million GDP
- \$240 million economic output
- \$57 million in taxes

Primary markets:

(source: Tourism Tofino Visitor Intercept Surveys, 2018, 2016)

Summer:

Canada – 73% (53% from BC)

United States: 9%

International: 18%

% First time visitors: 42%

Spring/Fall:

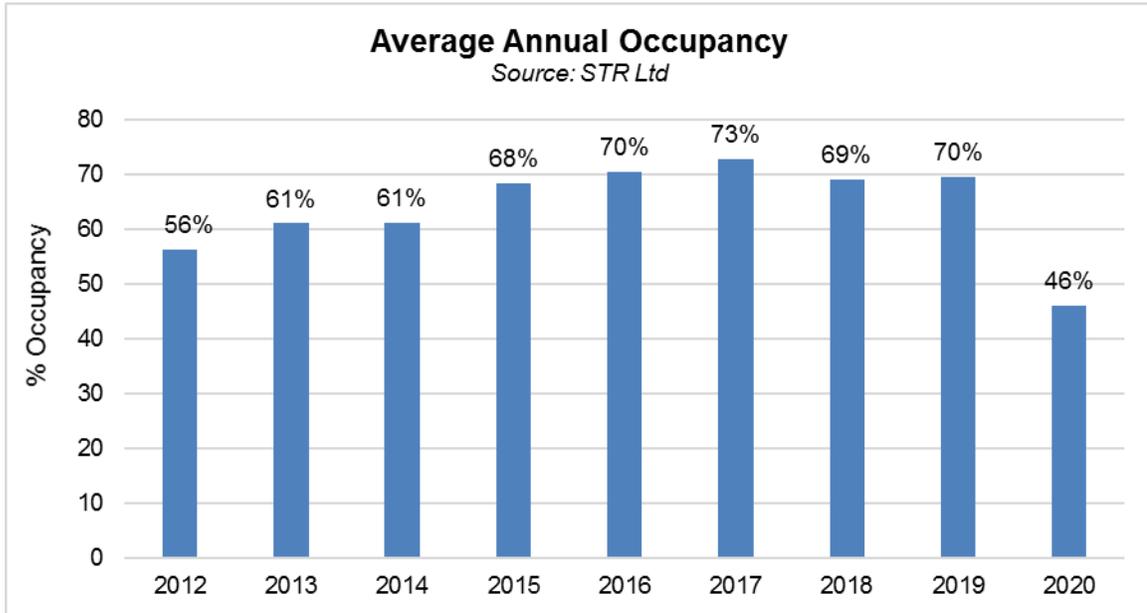
Canada: 82% (72% from BC)

United States: 3%

International: 5%

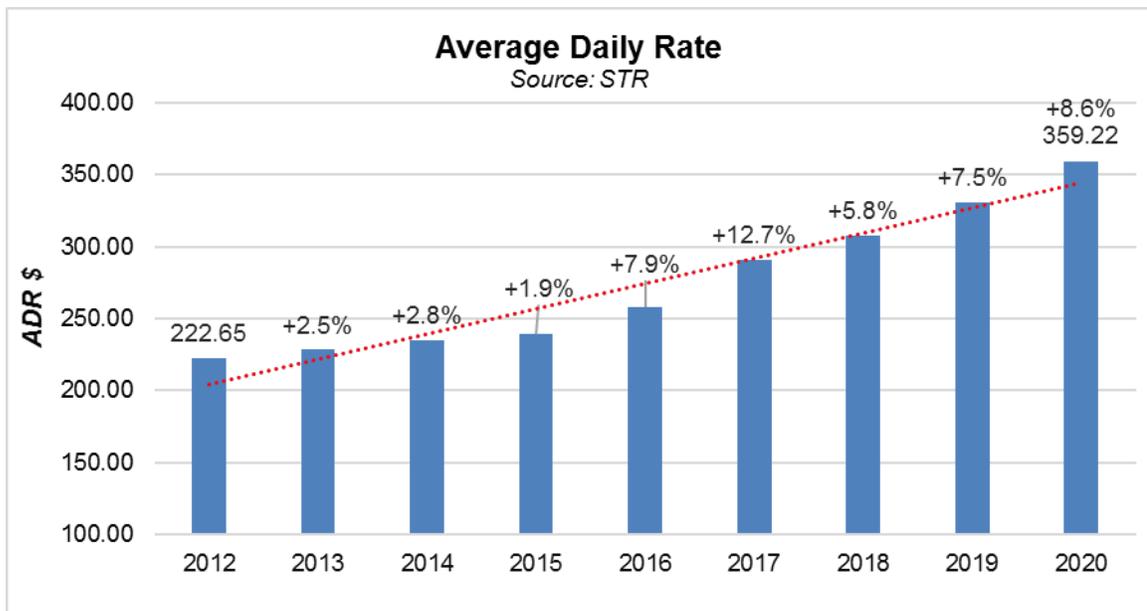
% First time visitors: 37%

2.3: OCCUPANCY RATES 2012-2020



Note: Resorts were closed in April and May 2020 and had 0% occupancy. STR does not include these months in their annual average 0 occupancy months of April and May in 2020 average of 54%. This is a 10 month average. When closed months are included the 12 month average is 46%. 12 month average is more comparable to other BC destinations.

2.4: AVERAGE DAILY RATE 2012-2020



2.6: STRENGTHS, WEAKNESSES, THREATS AND OPPORTUNITIES

Strengths	Weaknesses
<ul style="list-style-type: none">• Most significant driver of Tofino's economy<ul style="list-style-type: none">~ Provides employment and business opportunities~ Contributes to tax base for local services/infrastructure~ Contributes to community life by increasing access to activities, culinary offerings and events• MRDT and RMI funding sources create travel demand and positive visitor experiences• Rich history of conservation and environmental awareness• Differentiated experiences:<ul style="list-style-type: none">~ Unsurpassed beaches, rainforest, west coast natural areas, UNESCO Biosphere, National Park~ Eco-tourism draws (kayaking, hiking, fishing, wildlife viewing)~ Surfing~ Eclectic downtown and community experience~ First Nations culture~ Creative community~ Wide range of food & beverage and accommodation options~ High level guest experience• Airport improvements• New Visitor Centre	<ul style="list-style-type: none">• Tourism is primarily focused in summer months• Finite geographical space• Lack of First Nations visitor experiences• Reliance on MRDT as the sole source of funding and its funding limitations• Recruiting challenges with the right skills and service experience exacerbated by seasonality of employment• Limited housing for seasonal employees• Lack of some tourism infrastructure i.e. parking• Limited transportation to Tofino i.e. infrequent buses, cost/time, traffic congestion within Tofino during summer months• Festivals and events in decline

Threats	Opportunities
<ul style="list-style-type: none"> • Uncertain post COVID-19 travel patterns <ul style="list-style-type: none"> ~ Increased competition for core BC market from sun/ski/international destinations particularly from Oct – Apr. • Erosion of experience due to overcrowding during summer months • Volume of unregulated vacation rentals that may not provide a consistent experience • Visitors with misaligned values and behaviours • Misunderstanding of purpose of MRDT and RMI • Mismatched expectation of tourism providers and the community • Affordability of goods/services/housing • Peak season overload of utilities and natural resources including water, emergency and health services • Environmental impact including garbage, environmental protection/conservation and wildlife protection 	<ul style="list-style-type: none"> • Build non-peak (Oct-May) visitation to sustainably grow tourism <ul style="list-style-type: none"> ~ Leisure and meetings sectors • Align businesses, seasonal staff and visitors with local values and expectations for responsible travel • Strengthen relationships with First Nations and seek opportunities for collaboration <ul style="list-style-type: none"> ~ Increase awareness that Tofino is within Tla-o-qui-aht territory/Tribal parks and is gateway to Ahousaht & Hesquiaht territories • Foster tourism experiences to attract values-aligned visitors <ul style="list-style-type: none"> ~ Eco-tourism, adult educational experiences, festivals/events, wellness retreats ~ Local arts/culture/heritage/culinary ~ Indigenous experience development • Improve connections with industry and community to build a balanced tourism future • Seek opportunities to collaborate with tourism partners • Promote air, shuttle and bicycle transportation options for travel to and within Tofino to ease travel challenges and congestion • Continue to build sense of place in Visitor Centre

2.4: SOURCES OF FUNDING

Tourism Tofino Revenue for year one of the 2022-2027 Strategic Plan (does not include OAP MRDT used by the District of Tofino)	% of Revenue
MRDT (2%)	66.4
MRDT (0.8% for Visitor Centre capital project)	26.6
Federal & Provincial Grants (for Visitor Centre)	2.1%
Retail Sales	4.7%
Other	0.2%
	100.0%

3.0: OVERALL GOALS, OBJECTIVES AND TARGETS

3.1: STRATEGIC PILLARS, GOALS, OBJECTIVES AND KEY STRATEGIES

Using the feedback received from our consultation process we have created four groupings or strategic pillars that ground our goals:

Balance Growth	Deepen Experiences	Strengthen Connections	Sound Operations
<p>Goals:</p> <ol style="list-style-type: none">1. Increase non-peak visitation2. Increase visitor spending, longer stays and repeat visits.3. Build sense of place in the Tofino Visitor Centre	<p>Goals:</p> <ol style="list-style-type: none">1. Foster experience development2. Reduce impact of tourism3. Coordinate tourism development and management	<p>Goal:</p> <ol style="list-style-type: none">1. Improve connections with industry, community, First Nations and tourism partners	<p>Goal:</p> <ol style="list-style-type: none">1. Operate with transparency, accountability and in alignment to the objectives of our members and community

Pillar 1: Balance Growth

Goal #1: Increase non-peak visitation to sustainably grow tourism to benefit businesses and improve long-term employment opportunities

Objective: 69% average occupancy Oct – May by 2027 (10% increase over 2019)

Strategies:

- Inspire new and return leisure visitors
- Develop meetings and retreats sector as 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 domestic, US and international markets

Goal #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

Goal #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 and interpretation within Visitor Centre
- Feature locally produced products in retail mix

Pillar 2: Deepen Experiences

Goal #1: Foster experience development that connects visitors to our nature, cultures, values and peoples

Objective:

- Facilitate enhanced and new experiences

Strategies:

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

Goal #2: Reduce impact of tourism on the natural environment and peoples

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

Goal #3: Co-ordinate tourism development and management with local governments and members

Objective:

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

Strategies:

- Co-ordinate 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

Note: Pillar #2 contingent on increased revenue from 2023-2027

Pillar 3: Strengthen Connections

Goal #1: Improve connections with industry, community, First Nations and tourism partners

Objective:

- Increase co-ordination 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 community
- Conduct effective and relevant member communication
- Support TIABC, TIAC, Chambers of Commerce and sector associations with advocacy

Pillar 4: Sound Operations

Goal #1: Operate with transparency, accountability and in alignment to the objectives of our members and community

Objectives:

- clean audits
- 75% of members satisfied with MRDT spending
- 80% of members rate Tourism Tofino as valuable organization for Tofino's tourism industry
- Ocean Friendly certified

Strategies:

- Records and documentation 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 municipally developed plans
- Have an engaged Board of Directors that provides oversight and strategic guidance
- Report to members annually at AGM
- Utilize research and data for decision-making
- Implement financial and environmental sustainability measures throughout Tourism Tofino operations
- Conduct annual member survey

3.2: BRAND FRAMEWORK

Brand Promise

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

Core Essence

Oneness

His-shuk-nish-tsa-waak
(we are all one)

Brand Character

Transformative
Breathtaking
Resilient
Authentic

Brand Attributes

Breathtakingly beautiful yet vulnerable Clayoquot Biosphere at the gate of Pacific Rim National Park Reserve.

Raw power of the elements: winter storms, fog, dramatic skies, rain, impressive swells and bursts of glorious sunshine.

Whether you've come to soak it all in, engage in an activity, celebrate your wedding, or take part in a meeting, we invite you to connect with the ocean, forest and their inhabitants.

First Nations culture, influence and beliefs that underpin the values of all who live here.

Celebrated food culture: abundance of ingredients captures the taste of the coast.

Small eclectic town at the end of the road with an activist history, roots in fishing and a pioneering spirit. A place of art, culture, characters, entrepreneurs and independent thinkers, home to all that cherish and want to preserve Tofino and its surroundings.

3.3: TARGET MARKETS

Tourism Tofino's primary markets are British Columbia and Alberta. By 2023 we hope to expand to the Greater Seattle area. We will utilize earned media to gain exposure in long haul markets however rely on Destination BC and Destination Canada for most of our international reach.

3.4: THE IDEAL TOFINO VISITOR

Within our geographic target markets, we are seeking visitors who are values-aligned with our community. We are connecting with people who are:

- Not defined by age, gender, ethnicity;
- Curious about the world around them and seek to deepen their understanding of the cultures where they visit;
- Desire a connection with nature and appreciate the rejuvenating raw power of the elements: wildlife, ocean, forests and beaches;
- Respect where they travel and are considerate and responsible towards the communities and places they visit;
- Concerned about the planet and its peoples and want to leave it in a better place for future generations.

4.0: MANAGEMENT, GOVERNANCE AND ADMINISTRATION

4.1: ORGANIZATIONAL STRUCTURE

Tourism Tofino is a not-for-profit organization governed under the British Columbia Societies Act. The bylaws for the society were last updated and approved by the general membership in November 2018 and can be found on our website.

Our Board of Directors is elected from the society's two hundred members. The legal name of the society is the Tofino Destination Management Association however we do business as Tourism Tofino. We are contracted by the District of Tofino (designated recipient of MRDT) to deliver destination marketing, programs, projects and visitor services.

Tourism Tofino is a membership-based organization contracted by the District of Tofino to deliver specific services. To become a member of Tourism Tofino businesses must first join

the Tofino-Long Beach Chamber of Commerce. Membership with Tourism Tofino is then free of charge.

The primary functions of the organization include Visitor Centre operations, destination marketing, destination and visitor experience development. All functions are funded through the MRDT program with the exceptions of some retail revenue and small Visitor Centre grants.

4.2: GOVERNANCE

The Board of Directors consists of thirteen people eleven of whom are elected and two are appointed. The appointees are the Past Chair and an official from the District of Tofino.

The purpose of the Board is to establish policy and provide strategic direction and leadership. It is responsible for leading and guiding the organization toward achieving the organization outcomes that fulfill the Mission of the organization, rather than management/operational matters.

To accomplish the purpose the Board will:

- Direct its energies to addressing issues affecting the organization;
- Impose a discipline that will ensure governing with excellence. This includes the application of discipline around attendance, policy making, roles and responsibilities, speaking with one voice, and self-policing;
- Encourage a diversity of viewpoints;
- Be accountable to membership, stakeholders, and appropriate legal bodies and ensure that this obligation is neither usurped nor hindered by the Board as a whole, or by any individual Board member;
- Represent the best interests of the membership as a whole and not representing or voting for the interests of one particular member;
- Make decisions as a whole according to Robert's Rules of Order;
- Ensure the viability of the organization through ongoing training, education and Board development opportunities;
- Be proactive in the identification and consequent development of relevant policies;
- Be solely responsible for its performance;
- Actively invite and engage in consultation and discussion with organizations including the Tofino-Long Beach Chamber of Commerce and Pacific Rim National Park Reserve.

4.3: CURRENT BOARD OF DIRECTORS (2020-21)

J.J. Belanger, Crystal Cove Beach Resort, Past Chair

Jenn Brierley, Octopus Event Promotions

Samantha Hackett, Long Beach Lodge Resort, Chair

Sabrina Donovan, Pacific Sands Resort, Vice Chair

Shane Richards, Surfgrove Campground, Past Chair

Britt Chalmers, District of Tofino

Dena Cole, Ocean Village Resort

Maureen Fraser, Commonloaf Bake Shop

Rebecca Hurwitz, The West Coast Nest

Charles McDiarmid, Wickaninnish Inn

Sheila Orchiston, Rare Earth Weddings

Dave Tovell, Pacific Rim National Park Reserve

Jason Watts, Stay Tofino

4.4: TOURISM TOFINO STAFF (2020-21)

Nancy Cameron, Executive Director

Danielle Fox, Media Relations and Business Development

Samantha Fyleris, Content and Social Media

Jody Kirk, Visitor and Member Services Manager

Jess McGarry, Visitor Services Co-ordinator

Sam Parent, Financial Administrator

5.0: APPENDICES

5.1: CONSULTATION PARTICIPANTS

Strategic Planning Consultation Participants - 6 Virtual Workshops			
1	Sarah	Curtis	Cox Bay Beach Resort
2	Michelle	Hall	Cedarwood Cove
3	*Maureen	Fraser	Commonloaf Bake Shop
4	*JJ	Belanger	Crystal Cove Beach Resort
5	Dan	Law	Dan Law Art and Design
6	Amanda	Fuchs	Duffin Cove Oceanfront Lodging
7	Amorita	Adair	Gaia Grocery
8	*Britt	Chalmers	Hotel Zed
9	Meredith	Moll	Harbour Air
10	Andrea	McQuade	Kuma Tofino
11	Ronnie	Lee	Lil' Ronnie's Backyard BBQ
12	Cody	Peers	Maq Hotel, The
13	Liam	Ogle	Long Beach Nature Tour Company
14	*Samantha	Hackett	Long Beach Lodge Resort
15	Ryan	Rogers	Paddle West Kayaking Ltd.
16	*Dave	Tovell	Pacific Rim Nat'l Park
17	Ryan	Orr	Pacific Rim Navigators
18	*Sabrina	Donovan	Pacific Sands Beach Resort
19	Amanda	Moore	Pacific Sands Beach Resort
20	Laura	McDonald	Pharmasave Health Centre (Epic)
21	Stephanie	Rixham	Middle Beach Lodge
22	*Sheila	Orchiston	Rare Earth Weddings
23	Kati	Martini	Remote Passages Marine Excursions
24	*Dena	Cole	Ocean Village Beach Resort
25	Karen	Debi	Shelter Restaurant
26	*Jason	Watts	Stay Tofino
27	*Shane	Richards	Surf Grove & TT Chair
28	Zak	Cross	Tofino Paddle Surf
29	Natasha	Baert	Tofino Sea Kayaking
30	Gisele	Martin	Tla-o-qui-ahlt First Nation
31	Jon	Hocking	Tofino Sea Kayaking
32	Christopher	Fehr	Tofino Resort + Marina
33	Rachel	Nickerson	Tin Wis - Best Western
34	Willie	Mitchell	Tofino Resort + Marina

35	Megan	Hall	Tofino Vacation Rentals
36	Marcel	Zobel	Treehouse Gift Co
37	Julian	Hockin-Grant	Tla-o-qui-ahlt First Nation
38	*Rebecca	Hurwitz	West Coast Nest (the) - operated by CBT
39	*Charles	MacDiarmid	Wickaninnish Inn
40	Timothy	Stevenson	resident
41	Sarah	Stoski	resident
42	Chris	Heisterman	resident
43	Rebecca	Meadows	resident
44	Tarni	Jacobsen	resident
45	Anna	Diggles	resident
46	Brianne	Dempsey	resident
47	Sylvain	Rollin	resident
48	Antoine	Gay	resident
49	Bob	Hansen	resident
50	Selina	Quintal	resident
51	Laura	Loucks	resident
52	Eileen	Floody	resident
53	Matt	Birnie	resident
54	Emily	Coombs	resident
55	Stephanie	Hughes	resident
56	Rhonda	MacDonald	resident
57	Lynda	Kaye	resident
58	Lee-Ann	Unger	resident
59	Warren	Rudd	resident
60	Cathy	Thicke	resident
61	Susanne	Dyrchs	resident
62	Nancy	Cameron	staff - ED
63	Jody	Kirk	staff - Visitor Services Mgr
64	Jess	McGarry	staff - Visitor Services Co-ordinator
65	Danielle	Fox	staff - Travel Media & Meetings Sales
66	Samantha	Fyleris	staff - Social Media/Content
67	Sam	Parent	staff - Financial Administrator

* Tourism Tofino Board of Directors