

2021-2024 STRATEGIC PLAN

ATLANTIC CANADA: *The Best Event Experience*



AUGUST 2021



ATLANTIC CANADA: *The Best Event Experience*

VISION

Position Atlantic Canada as the best event experience

MISSION

Inspire and support the growth, development and sustainability of Event Tourism in Atlantic Canada

CORE VALUES

- Work together, with **community** at the heart of our industry and the centre of our organization
- Inspire and create **fun** environments with enriching experiences
- Embrace and celebrate the **diversity** of our audiences, events, communities, and stakeholders
- Commit to **excellence** and strive for new ideas, use of best practices, and continuous improvement
- Cultivate **credibility** with members and stakeholders through integrity, transparency, and leadership
- Focus on **sustainability** – economic, social, cultural, and environmental – of our industry and organization

GOALS

1. Grow event hosting industry in Atlantic Canada
 - Grow existing festivals and events
 - Attract more festivals and events
 - Increase participation (participants, employees, volunteers)
2. Contribute to tourism and economic growth
 - Increase tourism activity
 - Support shoulder season growth
 - Drive economic impact
3. Generate social and cultural impacts
4. Increase government investment and involvement (federal, provincial, municipal)

PRIORITIES AND STRATEGIES

EDUCATION AND EMPOWERMENT	FACILITATED CONNECTIONS	REGIONAL LEADERSHIP	ORGANIZATIONAL SUSTAINABILITY
<ol style="list-style-type: none"> 1. Support industry readiness and resiliency of Atlantic Canadian events 2. Work together to elevate the quality of bid responses and hosting performance 3. Become the go-to resource for industry-relevant development and resources 	<ol style="list-style-type: none"> 1. Bring together members from diverse areas of the sector and the region to facilitate networking and opportunities 2. Facilitate the sharing of best practices among members 3. Facilitate the sharing of provincial priorities and best practices by bringing together representatives of all four provincial governments 	<ol style="list-style-type: none"> 1. Create greater awareness of the importance and success of events in Atlantic Canada 2. Be ambassadors of industry growth on behalf of the region 3. Collectively strengthen our voice at the national level 	<ol style="list-style-type: none"> 1. Appropriately resource the organization to best deliver on priorities 2. Create a longer-term financial model to sustain operations 3. Ensure a vibrant, diverse and engaged membership 4. Bring excellence to board governance

2021-2024 STRATEGIC PLAN

Contents

- 1 Introduction
- 2 Mission
- 2 Core Activities
- 2 Core Values
- 3 Vision
- 3 Goals
- 3 Priorities
- 4 Priority: Education and Empowerment
- 5 Priority: Facilitated Connections
- 6 Priority: Regional Leadership
- 7 Priority: Organizational Sustainability

POWERED BY:

MRSB

Introduction

As an event hosting membership-based organization, Event Atlantic represents the needs of diverse event hosting industry stakeholders in Atlantic Canada. Members include representatives of tourism; sport; arts, culture and creative industries; economic development; municipal, provincial and federal governments; industry suppliers; marketing partners; and others.

With the increasing recognition of the opportunity for festivals and events to refuel tourism and the economy after a global pandemic, the Board and staff of Event Atlantic recognized the need and timeliness of developing a roadmap for the next three years. The key objectives of this new plan are to bring value to members and the event hosting industry in Atlantic Canada.

Through a strategic planning process that included receiving valuable feedback from industry stakeholders and partners, and with the leadership of the Board and staff, Event Atlantic has developed its new 2021-2024 Strategic Plan, *Atlantic Canada: The Best Event Experience*.

With a clearly defined mission to **inspire and support the growth, development and sustainability of event tourism in Atlantic Canada**, Event Atlantic will deliver on the following core activities:

1. Educate and empower people to be successful in the industry
2. Facilitate connections that grow relationships and partnerships
3. Bring leadership to strengthen and showcase the successes of our region

While staying true to core values—community, fun, diversity, excellence, credibility, and sustainability—Event Atlantic will work with members to grow the event hosting industry in Atlantic Canada to increase the contribution to tourism and economic development.

Event Atlantic is excited about working together with all stakeholders to build and grow Atlantic Canada's reputation as the Best Event Experience.

Mission

Inspire and support the growth, development and sustainability of Event Tourism in Atlantic Canada

Core Activities

We carry out our mission through three core activities:

1. Educate and empower people to be successful in the industry
2. Facilitate connections that grow relationships and partnerships
3. Bring leadership to strengthen and showcase the successes of our region

Core Values

As a member-focused organization, Event Atlantic has six core values that guide decisions and actions:



Vision

**Position
Atlantic Canada
as the best
event experience**

Goals

There is much opportunity in Atlantic Canada. Goals will be measured based on growth that can expand beyond pre-pandemic levels.

- 1. Grow event hosting industry in Atlantic Canada**
 - Grow existing festivals and events
 - Attract more festivals and events
 - Increase participation (participants, employees, volunteers)
- 2. Contribute to tourism and economic growth**
 - Increase tourism activity
 - Support shoulder season growth
 - Drive economic impact
- 3. Generate social and cultural impacts**
- 4. Increase government investment and involvement (federal, provincial, municipal)**

Priorities

PRIORITY

**EDUCATION AND
EMPOWERMENT**

PRIORITY

**FACILITATED
CONNECTIONS**

PRIORITY

**REGIONAL
LEADERSHIP**

PRIORITY

**ORGANIZATIONAL
SUSTAINABILITY**

EDUCATION AND EMPOWERMENT

Our aim is to work with members to support individuals with their professional development and to elevate the quality of event hosting in Atlantic Canada.

STRATEGIES

- 1. Support industry readiness and resiliency of Atlantic Canadian events**
 - a. Share good news stories about existing events to members, industry, and the public
 - b. Facilitate the sharing of lessons learned from within the region and in other jurisdictions
 - c. Stay informed of the industry direction during the recovery to resiliency phase
- 2. Work together to elevate the quality of bid responses and hosting performance**
 - a. Provide a checklist of guidelines for quality bids and hosting
 - b. Facilitate the sharing of best practices for bid responses and hosting
- 3. Become the go-to resource for industry-relevant development and resources**
 - a. Provide relevant and engaging learning and development opportunities through the Atlantic Huddle webinar series
 - b. Build a strong network of industry-relevant contacts
 - c. Provide access to valuable information, supports and resources for events at all stages of development and growth

FACILITATED CONNECTIONS

Our aim is to bring together industry stakeholders to build relationships and partnerships that will lead to opportunity for growth, development and sustainability of the industry in Atlantic Canada.

STRATEGIES

- 1. Bring together members from diverse areas of the sector and the region to facilitate networking and opportunities**
 - a. Continue to enhance and promote the annual Event Atlantic Summit
 - b. Engage representatives of event hosting across various areas including music, entertainment, culture, and sport
 - c. Actively engage industry suppliers
 - d. Explore and pursue opportunities for regional coordination (e.g., dual hosting, regional tours)
- 2. Facilitate the sharing of best practices among members**
 - a. Bring in guest speakers and facilitate the sharing of best practices throughout the region
 - b. Establish an industry-specific best practices mission program for members to experience and learn from the operations of other events, working with the federal government
 - c. Provide mentoring opportunities (in the longer term)
- 3. Facilitate the sharing of provincial priorities and best practices by bringing together representatives of all four provincial governments**

Our aim is to grow opportunity by representing the event hosting industry in Atlantic Canada, creating synergy, showcasing our successes, and elevating our presence nationally.

STRATEGIES

- 1. Create greater awareness of the importance and success of events in Atlantic Canada**
 - a. Position Event Atlantic as a membership-based organization representing diverse areas of event hosting
 - b. Celebrate quality and leadership within the industry through an awards program
 - c. Work with government to create a greater understanding and awareness of the importance of event hosting in the region
 - d. Promote the economic, social, and cultural impacts of event tourism in Atlantic Canada
- 2. Be ambassadors of industry growth on behalf of the region**
 - a. Implement outreach to key stakeholders throughout the region
 - b. Support each other in being successful with bids and the hosting of events, where possible
- 3. Collectively strengthen our voice at the national level**
 - a. Establish a stronger presence at national tables and industry leadership events
 - b. Leverage and grow our strong connections nationally to bring greater opportunity to Atlantic Canada (e.g., Sport Tourism Canada)

ORGANIZATIONAL SUSTAINABILITY

Our aim is to develop and grow a strong, sustainable organization that will bring value to our members and industry throughout Atlantic Canada.

STRATEGIES

- 1. Appropriately resource the organization to best deliver on priorities**
 - a. Establish a staffing model that will support organizational success
 - b. Effectively empower and support staff to carry out priorities
- 2. Create a longer-term financial model to sustain operations**
 - a. Access multi-year funding with the support of all levels of government
 - b. Identify and pursue revenue-generating opportunities that align with the organization's mandate (e.g., Atlantic Event Summit, best practices missions, project management)
- 3. Ensure a vibrant, diverse and engaged membership**
 - a. Clearly define and deliver value to our members
 - b. Establish strong communications and an engagement plan for all members to benefit
 - c. Grow our membership to represent the diversity and opportunity in event hosting
- 4. Bring excellence to board governance**
 - a. Lead as ambassadors of the industry and organization
 - b. Ensure the diversity of the industry is effectively represented on the Board
 - c. Provide opportunity for the engagement, growth and development of the Board