



Event-Based Tourism Strategy Report

August 19, 2020



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Acknowledgments

The Town of Deseronto has taken a step forward in planning for its future by investing in the development of an Event-Based Tourism Strategy. We acknowledge, with thanks, the participation of the Culture and Recreation Committee and the numerous partners and stakeholders who participated in the interview and consultation process, providing valuable input that helped shape this strategy (a list of these individuals is in Appendix A).

The Town would also like to thank Trenal Business Development Corporation for the financial assistance to undertake the strategy development process



BRAIN TRUST would like to express our appreciation to all whose knowledge and expertise contributed to the process, which led to the findings and recommendations contained in this report.



Introduction

The Town of Deseronto has a desire to see tourism become an economic driver and a contributor to an enhanced quality of life for its residents. Therefore, early in 2020, it determined that "an event-based tourism strategy could help the Town transition to a tourism, culture, and event-based community."¹ To assist with this process, the Town retained the services BRAIN TRUST in May 2020 to facilitate stakeholder meetings to inform the creation of the strategy.

Tourism has emerged as one of the fastest-growing and resilient economic sectors in the world, and a thriving visitor economy requires managing all the components that can contribute to the direct and indirect benefits of tourism in an integrated and strategic way. Giving focus to the needs of the communities, businesses, and travellers will result in attracting visitors that bring new tourism dollars. The full impact of the visitor economy is felt when the multiplier effect of tourist spending ripples through the whole economy, supporting job creation, infrastructure development and community building.

The Town should be congratulated for taking the decisive step of building on the success of three current annual events (Family Day, Canada Day, Santa Clause Parade/Christmas Tree Lighting) and expanding that success by exploring the upside of creating other events. Working collaboratively with tourism and business owner-operators, volunteers, and the Culture and Recreation Committee (CRC), the goal of creating an event-based tourism strategy and action plan could make positive contributions to the Town's visitor economy.

The Current Tourism Landscape

The creation of the Deseronto event-based tourism strategy comes at a time when the global tourism industry is reeling from the impacts of the Coronavirus pandemic. Knowledge of COVID-19 was limited when the project got underway, but by spring 2020, travel had ground to a halt, devastating one of the fastest-growing economic sectors in the world. This crisis struck on the cusp of the busy Canadian summer tourism season (May-September), which is responsible for 36% of the sector's annual revenues and the lion's share of most tourism businesses' profits.

Canadian research conducted by McKinsey & Company in collaboration with Destination Canada in April 2020, concluded that "61,000 tourism businesses (57% of total) could fail, and 1.66 million tourism sector employees could be laid off (83% of total). Pre-COVID-19, tourism was Canada's 5th-largest sector, responsible for 10% of Canadian jobs and 2% of GDP".²

While the pandemic continues to affect the success of tourism at large, it has delivered a cruel blow to the festivals and events sector. At a national level, virtually every planned festival and event scheduled to take place in 2020 was cancelled, which has had a devastating effect on communities from coast to coast. In Ontario, that translates to the cancellation of 2500+ events that serve as economic drivers for

¹ Town of Deseronto. RFP, March 2020

² Destination Canada/McKinsey & Company. Sustaining Canada's Tourism Sector Through COVID-19. April 14, 2020

large and small cities. Event industry professionals are predicting that event activity as we knew them would not return to their former state until at least 2023.

The Deseronto event strategy development process has been framed against this backdrop, dictating that plans to develop increased tourism through the introduction of new events would be a long-term proposition. The CRC validated this approach at the outset of the strategy development process.

Strategy Planning Process

Success will come through collaboration and an understanding of the work required to achieve shared goals. Facilitated discussions with stakeholders were identified by the Town as a cornerstone to help inform the outcomes of the tourism-based event strategy; therefore, the planning process included:

- An environmental scan that identified opportunities and gaps, that support the creation of realistic, and relevant event strategies and actions
- An on-the-ground, and online review of the capacity (readiness) of tourism operators and supporting infrastructure within Deseronto, and the surrounding communities to meet the needs of future event visitors and meet identified return on investment expectations
- A best practice review of tourism event-based development in similar communities
- Liaison with Town staff and the Culture and Recreation Committee
- A stakeholder consultation process that provided an open and transparent process to share perspectives, and give feedback to potential opportunities
- Presentation and validation of findings and observations from the steps above
- Identification of event-based recommendations, strategies, and implementation steps

Specific steps and timing were as follows:

- | | |
|---|-------------------|
| 1. Affirm Workplan, Committee Briefing | June 18 |
| 2. Environmental scan - Review Reports/Plans | Ongoing |
| 3. Consultations (one-on-one interviews) | June 30 – July 28 |
| 4. Findings/Observations Presented/Committee Feedback | July 30 |
| 5. Findings/Observations Feedback | August 5 |
| 6. Prepare DRAFT Recommendations | Aug 7 |
| 7. Council Meeting – Present/Approve Recommendations | Aug 12 |

Tourism in a Canadian Context

Now more than ever, given the impact of the COVID-19 pandemic, success in Canada's visitor economy stabilization and growth requires a long-term commitment to tourism development by businesses, government, and citizens from coast to coast to coast. Beyond the direct and indirect revenue generated, tourism builds community pride and provides an audience to share the unique people, places, stories, traditions, culture, and heritage of an area. From urban to rural, small to large communities, the appeal of a destination can attract visitors aligned with what a community has to offer, allowing the benefits to be felt across many businesses.

As Deseronto embarks on its event-based tourism strategy, it is essential to have a shared understanding and appreciation of what tourism and tourism development is, and the roles of those involved in growing the tourism economy at a national, provincial, regional, and local level.

Tourism is the activities of persons travelling, and ideally staying in paid accommodations, to places outside their usual environment, more than 80 km from home, and for leisure/sports purposes or to attend a convention, conference, trade show or event.³

Tourism Development is a continuous process of coordinating, investing, developing, and marketing the tourism potential of a destination in ways that provides value to visitors, businesses, and communities.⁴

The illustration describes the role of national, provincial, regional, and local tourism organizations.

To maximize resources and efforts, many organizations work together. For example, Destination Canada, our national marketing organization, has working relationships with all provinces and works in partnership to grow visitation to Canada. Destination Ontario, in turn, works with the thirteen Regional Tourism Organizations (RTOs), local Destination Marketing Organizations (DMOs), and sector organizations (e.g., Festivals and Events Ontario, Culinary Tourism Alliance, Ontario by Bike) to stimulate travel to and within Ontario.



The private sector also partners with these public entities at the national, provincial, and local levels. Airlines, hotels, restaurants, attractions, event organizers, and other tourism businesses coordinate their development and promotional activities with their public sector partners. This coordinated approach benefits all involved, and the collaborative approach is a strength of Canada's tourism industry.

³ BRAIN TRUST Marketing & Communications. April 2012.

⁴ BRAIN TRUST Marketing & Communications. November 2015.

Event Classification

For success at event-based tourism development, it is essential that the Town and its stakeholders also have a shared understanding and appreciation for the festivals and event sector.

To help inform the plans and activities of Festivals and Events Ontario (FEO), they retained BRAIN TRUST to undertake an event classification study. The study defined or classify the types of festivals and events that take place in the province through a tourism lens. This information helped the organization and its members identify strategies to grow tourism-centric events to stimulate Ontario's visitor economy.

Four Dimensions of Event Classification (Ranked in order of importance in a tourism context)

1. Tourism Demand Generator
2. Maximum Performance
3. Up and Comer
4. Community Celebration

Tourism Demand Generator

- Motivates Travel – Event is Unique, Authentic, Variety
- Appeal – Intl, National, Provincial, Regional
- Critical Acclaim (Best in Class)
- Event Length/Seasonality
- Distance Travelled – 80+ km
- # of Visitors – Day Trips vs. Overnight Trips
- Tourism Infrastructure Present (Accommodations, F&B)
- Supports Destination Positioning
- Media Coverage "OUTSIDE" Destination

Maximum Performance

- Significant Attendance
- Substantial Budget and Gate Receipts
- Economic Impact – Direct, Indirect
- Track Record – Years in Operation
- # of Suppliers, Vendors, Sponsors
- # of Staff - Full Time, Volunteer
- Financial Stability
- Annual Enhancement and Development Plans

Up and Comer

- Identified and Qualified Market Demand
- Identified and Qualified Emerging Trend
- Significant Incremental Growth First Year and Beyond

Community Celebration

- Local Market Attendance
- Local Support – Cash/In-kind
- Celebrates Local Heritage, Sports, Culture – Builds Community Pride
- Sustainable One Year to the Next

The classification study concluded that from a total of 3000+ annual events:

- 15% generate tangible economic impact through tourism to the destination and Province
- 85% of events have a local appeal with little or no economic impact through tourism
- 85% (of the events with a local appeal) have the potential to be tourism demand generators

This information helped FEO and its members have a more precise and more realistic understanding of the value of the events that were happening. To be more successful, they should strive to have a balance of all types of events to secure maximum economic impact.

To guide event-based tourism development in Deseronto, the Town must also be realistic in terms of the value of its current events and strive to build events that stimulate a return on investment and create a positive economic impact.

Consultation Summary

Obtaining input from a broad base of stakeholders was a part of the planning process. Small group community-based coffee discussions and one-on-one telephone Interviews were identified as the ideal way to secure input. This approach, however, proved to be difficult once restrictions were put in place due to the pandemic. The consultant, therefore, relied on one-on-one interviews and group ZOOM calls to secure the maximum amount of input. Discussion guides were created for one-on-one and group calls.

The Town provided a list of contacts to be approached. Attempts were made to connect with a maximum number of individuals; however, this proved to be challenging. The impact the pandemic was having on individuals no doubt contributed to their lack of availability, and the CRC noted that communications among stakeholders and residents are an ongoing challenge; however, consultations did take place (a list of participants is included in Appendix A):

- Thirteen one-on-one interviews (June 30 – July 28) were completed:
 - Five internal interviews (from Deseronto)
 - Mayor, Deputy Mayor, Councillor Hudson (who is on the CRC) and business owner/operators
 - Eight external interviews (from outside Deseronto)
- Invited twelve Deseronto businesses to participate in two planned ZOOM calls
 - Two expressed interest (one-on-one calls completed), two were too busy (understandable), no response was received from the balance after two attempts
- Ten email surveys (5 questions) sent to those on the group list that did not respond
 - No responses were received

Valuable insight was gained from one-on-one interviews, and this input factored into the findings and observations.

Findings, Observations, Conclusions

Based on learning from the steps detailed above, several findings and observations were reached. These findings and observations were presented by the consultant, and validated, with some input and refinement by the CRC.

- A review of event and festival reports, plans and studies indicates that while community's benefit from staging events, the pandemic has all but cancelled or postponed events large and small around the world for the foreseeable future
- A review of local and regional tourism plans of communities near Deseronto suggest that events and festivals play a role in stimulating increased tourism visitation and revenues to those destinations
- Communities that surround Deseronto either have a tourism destination marketing organization (Prince Edward County) and/or are members of Bay of Quinte Regional Tourism Board (BQRTB)
- The Town was an active member of BQRTB but is not a member currently
- Communities that stage/host events in communities near Deseronto have tourism infrastructure (accommodation, F&B, retail, other sites, and attractions) to support those who visit
- Current events that take place in Deseronto primarily appeal to locals who do not require, or use tourism infrastructure
- Deseronto has successfully run events in the past – Water Festival, Doors Open for example, and while these events attracted crowds, numbers and origin of visitors were not recorded
- The library stages a variety of events and activities that attract locals, and others (History Walks, Para-Normal event, 1000 Island Playhouse events)
- Deseronto had volunteer business and historical groups who planned activities to promote their cause, however, these groups no longer meet
- Mohawks of the Bay of Quinte (MBQ) stage a successful annual Pow Wow that attracts 1000+ attendees
- The Tyendenaga Mohawk Airport or Tyendinaga Aerodrome is an attractive tourism asset
- Interest among domestic and international travellers to Canada and Ontario to learn about Indigenous culture is growing exponentially; this is supported by the Indigenous Tourism Association of Canada and Indigenous Tourism Ontario (ITO)
- ITOs Authentic Indigenous Moments program offers potential for MBQ and Deseronto



Authentic Indigenous Moments – A moment the visitor shares with a local, someone who knows and lives the traditions that have been passed down for generations. Ontario Authentic Indigenous Moments are experiences that are hosted in person by Indigenous Cultural Entrepreneurs, and their purpose is to provide cultural enrichment, education, and enjoyable

experiences.⁵

- Re-establishing a productive relationship between the MBQ and the Town would be an excellent first step at creating opportunities for tourism development

⁵ Indigenous Tourism Ontario. <https://ontarioindigenoumoments.ca/>

- Numerous events take place throughout the region, competing for local and visitor audiences
- Deseronto and other towns are overshadowed by PEC
- Surrounding communities support a regional approach where Deseronto event audiences would use the surrounding tourism infrastructure
- Deseronto Transit is an asset to facilitate trips to the Town, and their funding formula could provide an ROI to the Town if DT were used for event transportation
- Any event-based tourism development will need to be driven by the Town (organization, funding, implementation) in the early years
- Reviving the Historical Society and the Business Club would be an excellent first step in generating interest around sustainable tourism development and new event creation
- Discussion with the committee and interviewees indicate the following:
 - Stimulating the local economy, building community pride/engagement, and enhancing awareness of the Town and its heritage attributes is the primary reason to host events
 - The Town's brand is grounded in its waterfront location and heritage
 - The Town has few things for people to see and do, and therefore has difficulty attracting visitors – this was reinforced especially by outsiders
 - The Town's "Points of Interest" have limited appeal to attract visitors (tourism)
 - The Town's commercial base is limited to grow the economy or support tourism activity
 - Interest among the business community to work together for a common purpose is low
 - The volunteer base in the Town has its limitations (required to stage successful events)
 - Relations between the Town and the MBQ are positive on the surface, but underlying tensions may be present limiting shared tourism growth opportunities

These findings and observations led to several conclusions that helped shape the recommendations:

- There is an opportunity to enhance the understanding among the Town and its stakeholders of what is required to leverage tourism for economic development purposes – in the near-term the Town will be challenged to enhance its financial profile through tourism-related endeavours
- At present, the Town lacks the tourism infrastructure to deliver significant ROI through event-based tourism development
- Staging successful events that attract tourists would have minimal impact to attract new commercial businesses/investment in the near/mid-term
- Deseronto Transit represents an opportunity to enhance attendance to the current events that take place – ensure they are active partners in current and future event strategies
- There is an opportunity for a tourism-related dialogue between the Town of Deseronto, MBQ Economic Development, other MBQ enterprises, the Deseronto Historical Society, the Deseronto Business Club, Deseronto Transit and the Deseronto Library that could lead to a working relationship for future tourism development
- Developing a Fall event that showcases the Deseronto/MBQ culture/history could interest locals, and attract history enthusiasts from outside the region
- A Fall event could, over time, become an annual signature event that builds community pride, educates attendees, enhances Deseronto/MBQ relations, and creates a thriving visitor economy for all involved

- The Fall event would also support the development of new heritage/indigenous tourism activities and experiences made available to visitors throughout the year (MBQ Eco Paddling Adventure, Ontario Indigenous Moments program)
- If successful, the presentation of a series of Indigenous-led experiences throughout the calendar year will create jobs (experience providers), and spin-off revenues to businesses (restaurants, retail, accommodation) which all contribute to an enhanced visitor economy for MBQ and the Town of Deseronto

Recommendations

1. Beginning in 2021, allocate Town resources to support the implementation of the recommendations contained in the event-based tourism strategy, specifically:
 - a. Identify staff resources to communicate the outcomes of the strategy to a broad base of Deseronto stakeholders, securing engagement in strategy implementation
 - b. Expand the mandate of the Culture and Recreation Committee to include tourism development
 - c. Revive the Deseronto Business Club
 - d. Revive the Deseronto Historical Society
 - e. Become active members of Bay of Quinte Regional Marketing Board (BQRMB)
2. In 2021, utilizing the resources of the BQRMB, Hastings County Economic Development/Tourism, Indigenous Tourism Ontario (ITO) and RTO 9 to deliver a series of tourism information sessions to Deseronto and MBQ business owner/operators, and interested residents to enhance their awareness of the opportunities associated with collaborative tourism destination development
 - a. With an enhanced understanding of the opportunities ensure the Business Club and Historical Society have tourism development as part of their reason for being
 - b. Communicate the opportunities associated with experiential tourism development among residents – they can be the ones who deliver authentic experiences to visitors and earn money while doing it
 - c. Cultivate a volunteer group; individuals who get involved in implementing tourism-related programs, activities, and events
3. In 2021, the Town initiates a dialogue with representatives from MBQ Economic Development (and others as appropriate) to explore establishing a collaborative working relationship/partnership for future tourism development
 - a. Identify a working group to participate in the dialogue
 - b. Take time to re-establish the relationship; this is the priority
 - c. Tap into the expertise and resources (\$) of Indigenous Tourism Ontario to understand the opportunities associated with implementing effective tourism development strategies
 - d. With an agreement to proceed, identify and prioritize the tourism-related activities that will benefit all involved, acknowledging that a potential goal is to use a cultural/heritage

event to establish a tourism positioning for the MBQ Territory and the Town of Deseronto

- e. If feasible, explore the possibilities of developing a signature Fall event that showcases and celebrates the unique history of the region
 - f. Pilot the event in Fall of 2022 and use the resources of BQTMB, Hastings County and RTO9 to market the event beyond local markets
4. In 2023 and beyond, build on the success of the tourism-related activities to advance the strategies of a Town/MBQ business/resident retention and attraction program
- a. Secure the services of a third-party professional to build this strategy
 - b. Partner with surrounding communities and take a regional approach to recognize the growth
 - c. Create incentives to attract businesses to the area

Festival and Event Implementation Process⁶

Festival or Event?

A festival suggests long-term planning and commitment with values, goals and organizational structure. It is volunteer-driven and usually has roots within the community. Festivals are branded experiences, and patrons may not have any knowledge of the performers or activities; they are attending to enjoy the environment that has been created.

Events are often short-term and focused on specific performances or activities, although it may evolve into a festival.

There are many reasons to stage an event or festival. Events and Festivals can:

- Encourage a sense of community pride and cohesiveness. Festivals and events provide a rare occasion for the whole community to relax and have fun.
- Have specific educational values, for instance, important historical events can be taken out of the classroom and brought to life through skits, costume contests, re-enactments, and other commemorative events.
- Be ideal occasions for artists and craftspeople to demonstrate and exhibit their skills.
- Provide a showcase for new ideas in music, art, drama, and sports.
- Focus on the broad spectrum of the community's culture and positioning/branding.
- Stimulate travel to a community/region which encourages the community to grow and prosper by attracting dollars in the form of tourism and resident/business retention and attraction.
- Be used to celebrate a holiday, season, or a historical event.
- Raise money: not-for-profit, for profit.

Whether a festival or event, it is wise to start small until you have the knowledge and resources to manage something larger. Planning develops your idea to the point you can:

- Organize a group who takes a leadership role in planning and implementation
- Develop a specific strategy to maintain and sustain your festival/event
- Create a time frame for the actions needed to initiate the festival/event
- Establish individual roles and responsibilities
- Determine the resources needed
- Develop tools to assess your festival/event and make the appropriate improvements or modifications

Developing the Concept

Shepherding your event through initial concept to reality requires an understanding of the interests, diversity, and trends of the community. Your first steps will be:

- Communicating with stakeholders, associates, civic and community leaders about the idea
- Finding people who will help turn your idea into a workable festival/event

⁶ Information gleaned from a variety of event-based information and resources.

Determine Your Goals

After surveying the community for interest, ideas and recommendations and forming a group of interested people, you can begin to develop a statement of what your festival's/event's objectives are going to be and how you plan to achieve them. Take time to create both a Vision Statement and Mission Statement through discussion of the values, goals, contributions, and growth that is anticipated.

Developing both a Vision and Mission Statement will be a process the organizing group will engage in to help determine the direction the festival/event is going to take. Time must be spent discussing the value of the festival/event to your participants, stakeholders, and the public. What benefit will be gained? What is the impact on the community expected?

Establishing an Organizational Team

New festivals/events can be comprised of a small committee of people committed to the project. The first step is to determine how many people are needed to organize and run the festival/event, and where will you find them? As your festival/event grows, you may decide to expand your committee and have sub-committees to handle things like policies, rules and regulations, finances, and decision-making. Generally, a larger festival/event will have a governing body (potentially becoming a not-for-profit organization) that takes the form of a board of directors with committees who will carry out the instructions of the board of directors.

Components of Festival/Event Planning

Eight key functions need to be addressed in any festival/event. Smaller events may have committee members handling more than one task, e.g. fundraising and sponsorship, but as the festival/event grows, each function will require a coordinator.

1. Overall Management of the Festival/Event – Typically in new or developing festivals/events, the Chair or the Champion takes responsibility for overseeing all functions to ensure success. This individual will be responsible for keeping the Coordinators/Committee Chairs accountable, on target and schedule. It is this person's responsibility to ensure that everyone understands the vision and mission and that they are working towards a common goal. This person is also charged with keeping the master schedule for the festival/event.

In addition to the Chair, the Vice-Chair, Secretary and Treasurer round out the group that manages the overall event. Should a festival/event develop to the point where a manager is hired, the Manager would assume this responsibility and be accountable to the committee/board.

2. Financial Management is a critical role, and the task of looking after the finances of the festival/event is the Treasurer's job. More significant festivals and events may wish to consider hiring an accountant or bookkeeper to handle financial records as it can become a significant task for a volunteer Treasurer. Other functions under financial management may include processing the insurance, payroll, invoices and payment for the contractor(s), supplier(s) and performer(s), gate and box office revenue collection, as well as invoicing and collection of vendor fees.

3. Fundraising – New festivals/events may want to do some pre-event fundraising to provide operating revenue during the planning stage. For those operating for several years, fundraising through the year may be a lucrative means to supplement revenue or balance the budget if other funding sources do not meet the financial requirements to run the festival/event. There are different forms of fundraising. It can include researching and applying for grants, obtaining corporate sponsorship, or undertaking specific fundraising activities and events such as raffles and auctions or hosting dances or performances. Funding organizations or private businesses will want to know what plans are in place to develop and maintain financial sustainability. Government granting agencies, as well as individual donors, often have a limit on how long they will support a festival/event. It is not wise to rely on government money as the only source of revenue, and the goal should be to be able to operate without them in the long term. Self-sustaining is a term they like to hear.
4. Sponsorship – Sponsorship can be an effective fundraising technique. Depending on the size and scale of sponsorship, you may want to have separate fundraising and sponsorship committees. Your Organizing Committee can aid the Sponsorship Coordinator by suggesting potential sponsors from the community and provide guidance regarding the components of the festival/ event to be stressed. The person in charge of this area will be developing a potential sponsor/ donor list, letter of invitation, levels of sponsorship including benefits and recognition and creating some form of gratitude for sponsor/donor participation.
5. Media /Promotion – The Organizing Committee should provide direction on how to promote the festival/event and messaging surrounding it. Try to find a volunteer who is skilled and experienced with producing promotional materials and dealing with the media for this coordination position.
6. Program, Entertainment and Activities– This function may be divided into two areas of responsibility. A Program function and a Vendor function. For the Program function, the Organizing Committee should give some direction on what elements will make up the festival/event, or they may appoint the responsible Coordinator/Sub-committee to plan, initiate and implement the programming. Programming includes performances, activities, guest speakers or emcees, contracts, décor for the site and any other props or materials.

If it is decided to have a vendor component to the festival/event, e.g. food stands, craft stands, etc. this function could be the responsibility of the Entertainment and Activities Committee Chair or could become a separate function or committee. Recruitment of vendors, establishing the guidelines and regulations and assisting with move in and move out schedules of vendors are areas of responsibility for this function.

7. Production/Logistics – The job of overseeing the physical site has several different components that may require specialized skills, including:
 - technical knowledge of audio/visual equipment, and power requirements
 - sewage access
 - venue regulations
 - map production
 - conducting a risk assessment on the site that includes, potential hazards to health and safety
 - parking considerations
 - audience flow

- venue suitability
- security
- first-aid
- emergency procedures and egress

- producing a contingency plan in the event external factors prevent the festival/event from continuing

8. Volunteers – Choosing people to fill the required needs of the festival is composed of developing a volunteer program that includes:

- | | |
|--------------------|---------------|
| • job descriptions | • orientation |
| • recruitment | • training |
| • screening | • supervision |
| • interviewing | • recognition |

A small festival/event may find enough volunteers through recruiting friends and family or community clubs and organizations. As it grows, these sources may not be enough, and a more formal structure for acquiring volunteers may need to be put in place. This position requires an individual in charge who is knowledgeable about the legal obligations governing the use of private information, and due diligence is practiced within the volunteer program.

Define Your Audience and Participants

To determine what audience you would like, review what your festival/event is going to be and what you want to achieve. Is this audience in your community, or is it regional or Provincial? Are they a wide range of people or a specific group? Do you want to keep the festival/event local? Are you planning for the festival/event to get bigger each year, expanding beyond your immediate community?

Make a list of all potential groups or segments of the population you would like to attract to your event (e.g. families, teens, seniors, sports groups, performing arts groups, etc.). Carefully defining your target audience helps you determine where to promote and what programs are needed to attract them. It also helps to estimate the number of participants.

Establish the Date

When setting a date for your festival/event, pay careful attention to the time of year, competition from other/nearby community activities and your target audience. Research yours and other community calendars for conflicts and options and choose a date that best suits your festival/event. If another festival/event is happening at the same time as yours, research opportunities for another date or perhaps explore the possibility of a joint venture.

Develop and Maximize Your Theme

Your festival or event will have a theme, whether it is sports-based (soccer tournament), a heritage/cultural festival (Métis Days) or related to a holiday celebration (Canada Day). Your theme is used for packaging your festival/event, and everything in the package should be connected in some way to the festival/event theme. The goal is to communicate your theme in everything you do. It should be considered and used in your festival/event title, programs and activities, types of foods served, displays, music, decorations, uniforms and the design of your signage and promotional material.

Determine the Location

Where you hold your festival/event is a crucial component of the planning process and directly affects its success. Look at the requirements of all the programs and activities planned and determine their needs and requirements.

Develop a Budget

The sample budget items below will give you an idea where you can obtain funding and different sources of revenue. It will also help you identify what expenses you may incur. Even think about what items you can borrow and who might sponsor or donate needed materials or other resources.

PLANNING FOR BUDGET REVENUES AND EXPENDITURE AREAS				
REVENUE	AMOUNT	GST	TOTAL	IN-KIND VALUE
Corporate Donations				
Government Grants				
Foundation Grants				
Private Donations				
Local Business Donations				
Raffle Revenue				
Vendor Fees				
Program Ads				
Ticket Sales				
Merchandise Sales				
On Site Fundraising				
Casino/Bingo Revenues				
TOTAL				
EXPENSES	AMOUNT	GST	TOTAL	IN-KIND VALUE
Facility Rentals				
Equipment Rentals/Purchases				
Performers Fees and Expenses				
Promotional Costs				
Licenses/Permits				
Insurance				
Signage				
Printing				
TOTAL				

Event Planning Resources

Festivals Events Ontario

The Municipalities Helping Municipalities resource library offers industry professionals working in a municipal government environment the ability to discuss and share best practices, templates, and planning files and to support one another while planning and supporting festivals and events for their respective communities. Those municipalities seeking to access the resource will be asked to create or be added to a municipal profile account for login if you do not already have one. Membership with FEO is not required to access the information.

<https://www.festivalsandeventsontario.ca/resources/municipalities-helping-municipalities>

Guide to Planning Festivals and Events in Nova Scotia

[https://tourismns.ca/sites/default/files/2017-](https://tourismns.ca/sites/default/files/2017-01/a_guide_to_planning_and_hosting_festivals_and_events_in_nova_scotia_0.pdf)

[01/a_guide_to_planning_and_hosting_festivals_and_events_in_nova_scotia_0.pdf](https://tourismns.ca/sites/default/files/2017-01/a_guide_to_planning_and_hosting_festivals_and_events_in_nova_scotia_0.pdf)

Alcohol and Gaming Commission of Ontario – Planning Special Events and Concerts

<https://www.agco.ca/sites/default/files/3207.pdf>

Festivals and Events (US)

<https://festivalsandevents.com/festival-planning/Planning.shtml>

Town of Lasalle – Accessible Festivals and Events

<http://www.lasalle.ca/en/town-hall/resources/Accessibility/Festivals-and-Events-Guide-EN.pdf>

City of Toronto – Events Planning Guide

<https://www.toronto.ca/business-economy/industry-sector-support/events/planning-guide/>

Appendix A – Consultation Participants

One-On-One Interview Participants

Interviewee	Date	Agency or Organization
Jennie Johnson	July 8, 9:00	Deseronto Transit
Renee Brant	July 2, 9:30	Mohawks of the Bay of Quinte
Andrew Redden	July 6, 11:00	Hastings County Tourism and Economic Development
Frank LaValley	July 2, 9:30	Mohawks of the Bay of Quinte
Dan Johnston	July 14, 5:30	Mayor of Town of Deseronto
Steve Everhardus	June 30, 11:00	Deputy Mayor Town of Deseronto
Amber Hudson	On Committee	Councillor
Karen Palmer	July 8, 10:00	Destination Development and Marketing Coordinator
Ashley Stewart	July 8, 10:00	Destination Development and Marketing Coordinator
Dug Stevenson	July 6, 1:00	Bay of Quinte Tourism
Jill Raycroft	July 7, 1:00	Belleville Chamber of Commerce
Lyndsay Tee	July 6, 2:30	Napanee Economic Development
Steve Simic	July 27, 11:00	Deseronto Waterside Market
Jamie Zieman	July 28, 9:30	Deseronto Historical Society

Group Call and Email Survey Invitation List

Businesses Contacted for Input	Response
Bayview Inn	
Deseronto and District Historical Society	
Deseronto Buck or More Store	
Deseronto Waterside Market	Responded, one-on-one call
Dockside Tavern	
Gray's I.D.A Drug Store (Hager's Drug Store Ltd.)	
Griddle Me This	
Karen Brown's Antiques and Collectibles	
Mohawk Bay Park	
Old Mill Market & Cafe	
Steven Loney Creations	
The Great Deseronto Antique Emporium	
The O'Connor House- English Tea Room and Bistro	
Deseronto Flying Club/Historical Society	Responded, one-on-one call
United Restaurant	