

2022 TACTICAL PLAN

Designated Recipient:	Southern Gulf Islands Tourism Partnership Society (SGITPS)
Designated Accommodation Area:	Southern Gulf Islands: ~ Galiano, Mayne, Pender, Salt Spring, Saturna
Date Submitted:	November 30, 2021
MRDT Repeal Date:	September 1, 2024
Five Year Period:	2019 - 2024

1) Overview and Update to Five-Year Strategic Business Plan

The [2021 Tactical Plan and Budget](#) was submitted to Destination BC in late 2020 and subsequently approved. The plan sets forth the Southern Gulf Islands Tourism Partnership's expectations for the 2021 calendar year respecting the Municipal and Regional District Tax (MRDT) and DBC Cooperative Marketing Program. Those seeking more context to the 2021 plan can read the original [Experience the Southern Gulf Islands Concept Plan](#) and the [Five-Year Community Destination Management Organization Strategy](#).

a) Strategic Direction (from 5-year Business Plan)

Vision Statement

An accessible, interconnected archipelago of living, working communities in the Salish Sea, where exceptional visitor experiences that reflect our natural and cultural uniqueness are in balance with sound destination management based on sustainability, seasonal diversity and equitable participation by all the islands.

- ✓ *Community*
- ✓ *Nature*
- ✓ *Destination management*
- ✓ *Sustainability has evolved to regeneration*
- ✓ *All islands involved*

Mission Statement

The Southern Gulf Islands Tourism Partnership (SGITP) works with the tourism industry, community stakeholders, local government, First Nations and residents to develop and promote year-round destination experiences that enhance the local economic base while contributing to the quality of life of the Southern Gulf Islands Region.

- ✓ *Quality of life as a purpose*
- ✓ *Industry, community, and local government collaboration*
- ✓ *Aspiring co-leadership with First Nations*

Strategies

- 1) Strategic advertising and marketing campaigns that promote the SGI Region in its core target markets particularly during the shoulder and off-season.
- 2) Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season.
- 3) Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising.

- ✓ *Core Markets: Authentic Experience, Cultural Explorers, Free Spirits*
- ✓ *Travel invitations shoulder and off-season only*
- ✓ *Lack of available work force challenges industry's ability to provide new experiences*
- ✓ *Exacerbated by COVID19*
- ✓ *Underway with some constraints due to COVID19*

- | | |
|--|--|
| <p>4) Attract new visitors through strategic advertising and marketing plans in target markets by encouraging local operators to increase outreach to consumers through the travel media and trade.</p> | <ul style="list-style-type: none"> ✓ <i>New visitors have been choosing the SGIs</i> ✓ <i>Travel media has been active with SGIs organically (not paid)</i> ✓ <i>Travel trade has not been active on SGIs</i> |
| <p>5) Raise social media activity and conversations to expand off-peak visitation and outreach to Millennials.</p> | <ul style="list-style-type: none"> ✓ <i>Social media activity and outreach continues to increase with debut of branded @southerngulfislands</i> |
| <p>6) Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market opportunities and to learn about advances in the application of technology and innovations in tourism.</p> | <ul style="list-style-type: none"> ✓ <i>Participate in all available online conferences during 2021</i> |
| <p>7) Attend trade shows, in cooperation with Tourism Vancouver Island, and offer packages that will help develop a tour operator network.</p> | <ul style="list-style-type: none"> ✓ <i>No trade shows in 2021</i> |
| <p>8) Continue to work with BC Ferries and transportation service providers to enhance inter-island mobility and increase promotion of fly/drive/ferry packages featuring core activities.</p> | <ul style="list-style-type: none"> ✓ <i>Initiated dialogue with BC Ferries as an SGITPS partner</i> |
| <p>9) Continue to program and build on a successful roster of festivals, focusing on live music, arts and craft, culinary and food, adventure tourism and cultural events.</p> | <ul style="list-style-type: none"> ✓ <i>Festival efforts were difficult in 2021 due to COVID-19</i> |

b) Key Learnings and Conclusions

2021 was the second year of SGITPS active operation under its second One-Year Tactical Plan and the coronavirus pandemic hindered much of the second-year plan as it did our first-year plan. Southern Gulf Islands Tourism made progress was made in 2021 respecting the organization's foundational elements, despite the pandemic:

- SGITPS' refined parent brand identity was revealed along with **Brand Guidelines** and a **Social Playbook**. This held up as a strong foundational element.
- The SGITPS **brand-aligned website** was created and went live in late Spring and has been a strong visual representation for the islands' value proposition. Some functionality and useability of the site will be revisited.
- **Social Community Management** success as local brand ambassadors were engaged for each of the five islands. [Social Media](#) Next steps are to refine these roles in the context of Destination Development, setting a clear scope of work and expectations.
- Brand-align **photographic and written assets** ([blogs](#) here) were contracted and collected. SGITPS made all efforts to work with local artists with mixed results. Lessons will be to require a portfolio that suggests a potential brand-alignment and include the brand guidelines for photography as part of the contract.
- **Travel Guides** printed collateral – island maps were updated with local design efforts and a Cozy Season Guide (and associated [Cozy Season Spotify Playlist](#)) was printed by the SGITPS creative team (P&H). SGITPS will lead island print guides in the future to foster some brand cohesiveness for the SGI family.
- **Print Advertising** was limited to small ads in Edible VanIsle, BC Go Camping, and West Coast Cruising.
- SGITPS collaborated with DBC using their Moblilesapes data to reveal travel pattern

comparisons between 2019 and 2020 as a contribution toward **Research, Evaluation and Analytics**

- SGITPS continued to work on engaging local Chambers of Commerce / Local Tourism Organizations to strengthen relationships at the community level, including three housing non-profit societies, including co-development of a [CMHC Housing Supply Challenge Proposal](#)
- SGITPS completed a high-level wayfinding strategy and began research on a digital kiosk program. We were most excited to begin work with TVI on a [Territorial Acknowledgement Initiative](#)

Some planned activities did not progress as anticipated in 2021 due to the pandemic and other reasons:

- **Online Advertising** was postponed due to in part to pandemic travel restrictions (early in the year) and then a pause during summer as business exceeded local capacity. However, a Cozy Season campaign (our first) enjoyed a soft launch in the Fall.
- SGITPS established an **Email Marketing** platform using Constant Contact but newsletters were focused to local industry to provide information and updates about the pandemic. SGITPS added a form to the consumer website southerngulfislands.com to begin collecting subscriptions but this has not yet been incentivized.
- SGITPS did not have an opportunity to support **Product and Experience Enhancement** in 2021 as many festivals and events were cancelled, or relatively low key, due to the pandemic.
- **Industry Development & Training** is being covered by several other agencies, including DBC, TVI, REIP and other island agencies and SGITPS sees no need for redundancy with the CDMO. All others' opportunities can be amplified through industry newsletters.

c) **Goals and Objectives**

- 1) Increase revenues overall by expanding travel into shoulder seasons and more broadly across all islands, increasing overnight stays by 10% by 2024.
- 2) Diversify seasonal travel by promoting the shoulder months so operators can stretch their season and offer more sustained employment, increasing off-season stays by 25% by 2024.
- 3) Diversity travel experiences to the Southern Gulf Islands by supporting local operators achieve export readiness and increase fly-drive European markets.

- ✓ *Anecdotally, accommodators report an increase in overnight stays during shoulder and off-season, due to COVID19 travel patterns.*
- ✓ *Tracking mechanism for accommodation changes limited to MRDT collection/remittance.*
- ✓ *Anecdotal increase in off-season stays.*
- ✓ *No mechanism in place to quantify (except MRDT)*
- ✓ *COVID19 has precluded international travel.*

d) **Strategies**

Strategies remain consistent with previous Tactical Plans:

- A consortium-based approach to tourism promotion for each community
- A focus on shoulder-season visitation by value-matched consumers
- Improved travel trade readiness by working with local operators and regional partners, i.e. Tourism

2022 content themes:

- ✓ *Let Nature Be Your Guide*
- ✓ *Art*
- ✓ *Culinary Travel*
- ✓ *Safe & Well Travel*
- ✓ *Cozy Season*

e) **Target Markets**

SGITPS will focus on attracting travelers who tend to align with the following EQ Types:

Authentic Experiencers (40%)

Seeking the “local experience” with an openness to adapting themselves to the destinations’ pace and offering without being challenged by inconveniences. The Authentic Experiencer is at home in natural and cultural environments and is likely to embrace learning and personal development opportunities.

✓ *No change*

Cultural Explorers (40%)

This traveler seeks to immerse themselves in the entire experience of the destination; they are open-minded explorers at home in Bed & Breakfasts as it provides a more authentic experience of the destination.

✓ *No change*

Free Spirits (20%)

Free Spirits are spontaneous and adventure-seeking travelers looking to experience the best and brightest in travel, including not being afraid to indulge in getting the perfect experience. As a laid-back traveller, they are likely unfazed by travel requirements to a destination and are seeking bucket list opportunities to share with others.

✓ *No change*

2) One-Year Tactical Plan

Major Category	Marketing: Media Advertising and Production
Activity	Online Advertising
Tactics	Social Advertising (Facebook and Instagram) Search Engine Marketing (Google)
	Implementation Plan
Short Description	Create assets for 5 digital advertising campaigns with a focus on inviting off-season visitors and promoting responsible travel during the extended summer season: 1. January / February SGI Arts Guide. Reveal of online SGI arts guide featuring island artists and invitations to follow event and stories throughout the year 2. March / April Cycle & Hike Guides. Cycling – “Safely Navigating the SGIs”. Hiking – “Best no-car Trails” 3. June – August “Let Nature Be Your Guide”. 4. October – November Invitation to Cozy Season 5. December Holiday Island Shopping
Quantifiable Objectives	• Increase referrals to SouthernGulflslands.com • Maximize reach and impressions per dollar spent • Achieve an above average engagement rate/click through rate and use learnings to continue to excel in this area
Rationale	Use online advertising as a cost-effective means for reaching consumers with captivating content toward increased brand awareness and click-throughs to SouthernGulflslands.com. Online advertising meets current trends in online travel research as a primary mode of gathering information and making decisions, while also providing a dynamic medium for learning and refining strategy.
Action Steps	1. Engage digital marketing agency to administer and report on Google, Facebook and Instagram ads 2. Create advertisements (in Canva) using photo assets for each of the campaigns, that captivate and motivate conversion to the SouthernGulflslands.com website. 3. Program advertisements, monitor and refine.
Partnerships	Local Tourism Organizations (Chambers of Commerce), accommodators, tour operators
Resources	Digital Marketing Agency
Funding Sources	MRDT, DBC Co-op Funding
Timeframe	ongoing

Major Category	Marketing: Media Advertising and Production
Activity	Print Advertising
Tactics	Content partnerships with local media, like Georgia Straight, Victoria, and Vancouver and broader media including boating magazine and BC Magazine
	Implementation Plan
Short Description	Spring advertising with messages to manage high season expectations Fall advertising as an invitation to Cozy Season
Quantifiable Objectives	● Impressions as provided by the outlet ● Resulting value of the editorial provided as part of the content partnership (leverage spend)
Rationale	Leverage the Visit Southern Gulf Islands message to a captive and qualified audience who share and are curious about Southern Gulf Islands travel values. Promote Education Tourism in the Southern Gulf Islands by developing listings and inspirational content, for promotion in a print partnership, and targeting health and wellness, slow food, environmentally – focused consumers who live on Vancouver Island and the Lower Mainland. Pair editorial and advertisement for the benefit of information provided to the consumer from a “trusted source”
Action Steps	1. Create ads for spring (Let Nature Be Your Guide) and fall (Cozy Season) 2. Create story ideas and general content to invite writers 3. Evaluate success of content partnership based on impressions.
Partnerships	Stakeholders, writers from local publications (Victoria / Vancouver)
Resources	BC Magazine (4x /year), CAA Magazine (Fall ad close June, Winter ad close Sept), Georgia Straight (Cultural active adults – Vancouver), YAM Magazine (Victoria Lifestyle), Edible Vancouver Island, SunCruiser West Coast, Go Camping, TBD Magazine
Funding Sources	
Timeframe	MRDT, DBC Co-op Advertising Book Spring by January, Book Fall by April.

Major Category	Marketing: Website Hosting, Development & Maintenance
Activity	Website Evolution and Improvements
Tactics	Improve Content Stories / blogs Google Maps integration LTO home page
	Implementation Plan
Short Description	Improve website useability by focusing on evolving travel itineraries on the Plan page. This, and the event page, will be more interactive with integration of Google Maps into the website platform. Stories should be more diverse (from all islands and different island voices) and complement events and itineraries for easy amplification through social media
Quantifiable Objectives	- Increased pageviews, time on site, and conversions to stakeholder websites - Decrease bounce rate
Rationale	A more interactive and engaging website will ensure the consumer continues toward purchase, finding the inspiration and information for booking and trip planning. Advertising will generate interest in the SouthernGulfIslands.com website. Improvements are required to
Action Steps	- Engage additional support for web content creation and Google Maps integration - Assign tasks, monitor progress and website quality. - Continue to monitor website analytics, reporting quarterly results.
Partnerships	Stakeholders
Resources	Marketing Coordinator
Funding Sources	MRDT, DBC Co-op Funding
Timeframe	ongoing

Major Category	Marketing: Social Media
Activity	Community Management (Social Media)
Tactics	Social Community Management (organic) CrowdRiff
	Implementation Plan
Short Description	Notes: - pay per post - regular reporting - list metrics to track (engagement overall)
Quantifiable Objectives	• Improvements to size of Social Media community • Increased engagement rates with organic content • Number of uses of the hashtag #SouthernGulfIslands • Number of uses of the hashtag #ExploreBC
Rationale	Posting fresh and captivating content organically on social media channels is a cost-effective way of developing and amplifying brand ambassadors for the Southern Gulf Islands and spreading “social proof” that Southern Gulf Islands is a desirable vacation destination.
Action Steps	1. Engage a Marketing Coordinator (to include Community Management) 2. Revisit the Social Playbook for any updated messaging 3. Prepare monthly social calendars based on Social Playbook content 4. Report monthly on social analytics 5. Monitor for improvements
Partnerships	Stakeholders, Tourism Vancouver Island, Destination BC, HelloBC
Resources	Marketing Coordinator CrowdRiff (\$9000)
Funding Sources	MRDT, DBC Coop Funding
Timeframe	ongoing

Major Category	Marketing: Media and Travel Trade
Activity	Media
Tactics	Travel Media Relations
	Implementation Plan
Short Description	Travel media have taken an interest in writing about the Southern Gulf Islands in and SGITPS has benefited from this earned media. SGITPS would like to provide limited opportunities to support travel media on the islands based on a set of criteria (to be developed) that includes off-season content only, value-aligned stories, regenerative travel, addressing the myth of off-season inactivity. - media page on website to reduce unsolicited engagements.
Quantifiable Objectives	• Broaden awareness of off-season life on the islands • Work with value-aligned media • Reduce direct solicitation from travel media
Rationale	Working with travel media will increase knowledge and understanding of the SGITPS brand story.
Action Steps	1. Create criteria for travel media support 2. Identify a list of desirable writer / influencers 3. Include a media page link on the website with travel media information to reduce unsolicited engagements.
Partnerships	
Resources	Stakeholders, Local Tourism Organizations (Chambers of Commerce)
Funding Sources	MRDT, DBC Coop Funding, Stakeholder Partnerships
Timeframe	Mid-October through mid-April

Major Category		Marketing: Consumer Focused Asset Development
Activity	Assets	
Tactics	Photography Video Written	
	Implementation Plan	
Short Description	Develop captivating images and short video vignettes in alignment with the SGITPS Brand Guidelines (that has been developed in alignment with the DBC Brand) that communicate the unique identity and value proposition of the Southern Gulf Islands. These images will build upon themed Salt Spring images and brand-textures captured in 2021 by focussing on Galiano, Mayne and Saturna. Themes to fulfill: Outdoor Rec; Wellness; Food & Beverage; Creative Pursuits/Artisans; Heritage/Culture; Indigenous; Shopping Districts/Pockets, Speciality Stores; Lodging; Transportation; Architecture; Seasonal Experiences. We will undertake the necessary model releases and third-party rights purchase so the b-roll can be contributed to the Content Commonwealth for BC-focused images produced at the provincial or regional level. Develop captivating written content that communicates the unique identity and value proposition of the Southern Gulf Islands. Content to focus on itineraries, events, regenerative travel, preserve and protect. This could also include a backlinking arrangement which improves SEO for both partners.	
Quantifiable Objectives	• Number of SGITPS brand-aligned images added to the Southern Gulf Islands image database and provided to Tourism Vancouver Island and Destination BC for Global and Content marketing at the regional and provincial level. • Number of videos, minutes of b-roll. • Appeal of the resulting content as measured by video views, social shares and pageviews for written content.	
Rationale	All marketing activities will need to be supported by captivating content in the form of images, video and written content.	
Action Steps	1. Identify specific photo / video shoot program to align with planned campaigns ("Let Nature be Your Guide", Outdoor Recreation (cycle/hike/disc golf etc), Gastronomy Guide, Cozy Season) 2. Develop a photo and a video brief and contract creative professionals to deliver finished product 3. Using the keyword strategy (SEM tactic), develop written content that increases site relevancy and search-ability 4. Develop a procedure for soliciting and sharing professional written content.	
Partnerships	Local Tourism Organizations (Chambers of Commerce), BC Ferries	
Resources	Local Photographers (prioritizing Galiano and Saturna), Videographer, Local Writers	
Funding Sources	Stakeholders, MRDT, DBC Coop Funding	
Timeframe	ongoing	

Major Category	Marketing: Consumer Focused Asset Development
Activity	Promotional Products
Tactics	Branded Apparel – t-shirts and hats/toques
	Implementation Plan
Short Description	Two apparel projects are planned for 2022 – a t-shirt for spring distribution and a toque for fall sales. A sales protocol will include distribution through local retailers and contribute a portion of sales to a local ecological cause will create action to align with our values.
Quantifiable Objectives	• To sell 1000 branded shirts and 500 branded toques • To generate interest by local residents in buying into the brand values (as expressed by the apparel)
Rationale	Branded apparel can provide a significant boost to SGITPS's image, representation and general awareness. And boost some local identity opportunity for locals who resonate with the brand
Action Steps	1. Engage a screen printer to help source eco-friendly shirts and toques 2. Provide graphics from P&H as identified in the Brand Guidelines 3. Write partnership protocol for sales (set price) and contribution to cause. 4. Identify and engage potential partners (retail) from each island. 5. Prepare kick-off with social media contest.
Partnerships	Local apparel shop / screen-printer, Visitor Centres, ecological / reconciliatory organization
Resources	Local interested retailers
Funding Sources	MRDT Funding, DBC Coop Funding, sales
Timeframe	Spring – shirts Fall – Toques

Major Category	Marketing: Collateral Production and Distribution
Activity	Travel Guides – Printed Collateral
Tactics	SGI Cozy Season Guide Island Maps – Brand format SGI region travel map
	Implementation Plan
Short Description	To create and distribute a brand-aligned Travel Guide to the Southern Gulf Islands that serves as the 'quilt' that knits the islands (and their brochures) together. The Guide will be created by theme and island with overarching messages focusing on regenerative tourism, nature and creativity.
Quantifiable Objectives	• Number of guides distributed • Number of island map brochures that are brand aligned and distributed
Rationale	A printed visitor guide or guides, distributed at key locations when travellers are seeking additional trip planning information, can help to encourage repeat, extended stay and additional visits
Action Steps	Island Maps 1. Work with community partners to conform a strategy for printed island maps wherein SGITPS leads the design and printing process and distribution while island LTOs provide content (keeping any ad revenue they desire to sell). 2. Create creative framework for island brochure maps to align with parent brand 3. Collect content and map from island LTOs 4. Print (locally if capacity) and distribute at local visitor centres, SGI ferries, Vancouver Island and Lower Mainland Cozy Season Guide version 2 1. Reflect on Cozy Season Guide for improvement and approach 2. Create content themes and contract brand-aligned photography according to themes. 3. Confirm cozy season businesses (who are open and inviting visitors). 4. Write content and engage creative direction agency to assemble (including specify paper requirements and order paper) to print ready 5. Get printing quotes and contract printing. 6. Distribute via Certified Folder to BC, Edmonton / Calgary, Washington / Oregon
Partnerships	Local Tourism Organizations (Chambers of Commerce), Stakeholders, BC Ferries
Resources	Creative Agency, participating communities
Funding Sources	MRDT, DBC Coop Funding, Feature advertiser
Timeframe	Island Maps – Spring 2022 distribution Cozy Season Guide – September 2022 distribution

Major Category	Marketing: Other
Activity	Email Marketing
Tactics	Email Newsletters – Visitors Email Newsletters - Industry
	Implementation Plan
Short Description	Invest in an email marketing program by incentivizing interested consumers to subscribe to email (ie. contesting). Develop regular email correspondence that provides inspiring content, and special offers to encourage conversion/bookings (including helping to push shoulder season visitation). The expected outcome is to develop an audience of qualified leads for ongoing marketing and research.
Quantifiable Objectives	• Number of qualified leads managed and communicated with through an email program • Relevancy of Content (click through rate, open rate)
Rationale	Email marketing is a cost-effective strategy for moving qualified leads closer to purchase.
Action Steps	Future visitors 1. Incentivize email sign ups using advertising mediums, including social contests 2. Develop quarterly email content featuring stories, itineraries, seasonal inspiration and opportunities for conversion to stakeholder websites, and SouthernGulfIslands.com website content. 3. Distribute to Constant Contact 'visitor' list, encourage sharing and sign-up by friends/family 4. Include interactive contest opportunities and drive business to local bookings Industry 1. Maintain current list (in Constant Contact) of industry members, local governments, agency stakeholders and LTOs (Chambers of Commerce) 2. Develop quarterly email content to report on KPIs, invite into campaigns, feature personal industry stories, introduce local tourism leaders (SGITPS and otherwise) to foster a more cohesive regional entity 3. Include contest opportunities to retreat to another island (courtesy of SGITPS)
Partnerships	Stakeholders, LTOs (chambers of commerce)
Resources	Marketing Coordinator, Members Care, Email platform (i.e. Constant Contact), Brand Guidelines
Funding Sources	MRDT, Coop Funding, potential advertising
Timeframe	quarterly

Major Category	Destination & Product Experience Development
Activity	Festival / Events
Tactics	Coordination of Festival and Events
	Implementation Plan
Short Description	Art and harvest events offer tremendous opportunity to invite visitors to share island life and for visitors to thus support island life. The events should be associated with extending visits into Cozy Season and require a coordinated calendar to avoid planning events for one island on top of events on another.
Quantifiable Objectives	• Number of festivals and events support • Number of attendees at each festival and event • Number of over lapping events (negative indicator)
Rationale	Festivals and events, that focus on the cultural identity of the Southern Gulf Islands, are an important part of the destination's product offering. Investment into marketing and operations of important products like Tour de Iles, which also solves a transportation issue, provides more opportunity for visitors to choose Southern Gulf Islands.
Action Steps	1. Inventory of all island events with contact information 2. Zoom meeting of 'event coordinators' to brainstorm coordinated calendar 3. Identify investment opportunities for SGITPS marketing. 4. Work with event and product organizers to determine the right plan and investment amount. 5. Measure results of the investment based on attendance growth
Partnerships	Aqualink, Event organizers, art societies, ag societies
Resources	Development Coordinator, Aqualink (Inter-island mobility coordinator), LTOs (chambers), visitor centres, tourism operators
Funding Sources	MRDT, Coop Funding
Timeframe	ongoing

Major Category	Destination & Product Experience Development
Activity	Research, Evaluation and Analytics
Tactics	Mobilescapes (DBC) Accommodator Surveys
	Implementation Plan
Short Description	Local tourism and hospitality businesses require local market information to support their business and manage the local travel economy. Market information will also support SGITPS's tactical plans. There is hesitancy to share information locally and broader market studies of the Greater Victoria area and Vancouver Island rarely provide accurate insight about the activity on the islands. DBC has generously worked with SGITPS collecting and analyzing Mobilescapes data that we can now reflect using Environics PRIZM database in 2022. This will provide us with the meta data about interests in our region. Locally we will engage an individual to interview each accommodator monthly to collect information about occupancy rates and average daily rates (ADR) will help SGITPS project revenues and will provide a baseline for performance metrics over time. Information gathered by SGITPS will be summarized and shared back to all participating members so they can refine business plans and be better equipped to participate in the local economy. Over time, information collected and shared can expand to support the role of SGITPS. SGITPS will have data to help build the region and share with DBC to gain better understanding of the nature of this unique travel destination. This research tactic is partnered with members of Southern Gulf Islands Tourism Partnership. Data from BC Ferries can be included in reports to monitor traffic to the islands over time.
Quantifiable Objectives	• Completion of studies • Data available and shared with participants • Key learnings derived from the data
Rationale	Research is essential to advising ongoing marketing strategy
Action Steps	Mobilescapes 1. Re-engage with DBC to understand the mobilescape data in the context of PRIZM. 2. Report findings to Board and industry members. SGITPS ADR Survey 1. Prepare and distribute a data collection form to accommodation members, with personal monthly follow-up by SGITPS contractor to input data into a regional SGITPS database 2. Collect, analyze, and apply results, providing reports to participating members.
Partnerships	DBC – mobilescapes Accommodation Members – ADR monthly surveys
Resources	Development Coordinator
Funding Sources	MRDT and Coop Funding

Timeframe	Ongoing
-----------	---------

Major Category	Destination & Product Experience Development
Activity	Product Experience Enhancement: Gulf Island Gastronomy
Tactics	Itinerary Development Content Development Key Experience Development Implementation Plan
Short Description	Islanders are working on agriculture, harvest, farm tours, gleaning, edu-travel and food guides. Responsible, thoughtful, sustainable (moving to regenerative) ideas about food are key to this tactic.
Quantifiable Objectives	• Efforts align with the regional food / ag strategy • Focus remains on on-island products • Eco-gastronomy market (natural, forages, of the sea, of the land, organic farmers) • Fall festivals, fowl suppers “back to the future” are highlighted • More workers interested in a career in the industry
Rationale	Our southern gulf islands travel themes revolve around nature, the arts, wellness, and food, so culinary themes resonate with our brand. More thoughtful travel and longer stays would be less disruptive and a better return on effort / impact than day trips that can feel a bit too frantic due to travel times to the islands and leave limited benefit in their wake.
Action Steps	1. Engage with culinary leaders to learn itinerary opportunities 2. Create content and collect photography for those features 3. Prepare Gulf Gastronomy Guide and Itineraries
Partnerships	Chefs, Farm stand operators, Farm-to-table
Resources	Local Chambers of Commerce, Ag Societies
Funding Sources	MRDT Coop Funding
Timeframe	Ongoing with off-season focus

Major Category	Visitor Services Activities
Activity	Wayfinding
Tactics	Phase 1 – Relationship-building First Nations (see previous) Phase 2 - Signage (with QR codes?) Phase 3 – Visitor Information Kiosks
	Implementation Plan
Short Description	Any wayfinding program relates directly to places, spaces and land which invites the islands into a reconciliation effort to support First Nations' efforts to bring back their language to the lands within their traditional territories. SGITPS begin working with TVI in 2021 to begin an effort to build relationships and find opportunities for Indigenous leadership to oversee naming of places and stories about the land. A high-level wayfinding strategy was completed in early 2021 that included an assessment and signage concept for Mayne Island (as a pilot). This tactic is to complete wayfinding assessments/signage placement plans on Galiano, Pender, Saturna and SSI and then to complete the pilot wayfinding sign development and installation project on Mayne. As a response to the lack of wayfinding and severe worker shortage on islands, SGITPS and its stakeholders also identified non-staff service/messaging technology like electronic kiosks to provide information welcoming visitors with key messages and providing experience opportunities on the island being visited.
Quantifiable Objectives	• Relationships between First Nations and SGITPS • Ease of orientation around the islands • Using digital technology with kiosks, the possibilities of centralized off-side information management for visitors at kiosks
Rationale	Wayfinding is essential to visitors' orientation into and around an unknown place. These places are the traditional unceded territories of several First Nations and SGITPS desires to build relationships and learn a better way forward in the spirit of reconciliation
Action Steps	Phase 1 – Traditional Land Acknowledgements 1. Letters to First Nations to request elder leadership, (practice of reciprocity) 2. Engagement to determine priorities for language, signage, and advice to visitors from Indigenous perspective 3. Continue relationship building with WSÁNEĆ Group and Hul'qumi'num Group Phase 2 - Part A (signs) 1. Establish a Mayne Island Wayfinding working group for signage pilot 2. Engage grant writer to complete grant funding proposal for signage 3. Confirm the signage concept and create work plan for the project 4. Tender sign design at ferry terminal and kiosk at Miner's Bay to Indigenous artist, incorporating FN's desired language Phase 2 - Part B (strategies) 1. Engage Cygnus to complete a Wayfinding Strategy for other 4 islands 2. Establish working groups on each island Phase 3 – kiosks (digital) 1. Survey interest from each island

Partnerships	2. Assemble information into proposal for funding to establish kiosks First Nations, Island Chambers of Commerce, Mayne Island Recreation and Parks Commission (for Miner's Bay), Mayne Island Museum Board, BC Highways, Islands Trust, BC Ferries.
Resources	SGICRD, Transition Salt Spring, Islands Trustees, Stakeholders, Trail groups, Chambers of Commerce
Funding Sources	Tourism Experience fund
Timeframe	2022 – 2023

Major Category	Visitor Services Activities
Activity	Visitor Services via Social Media
Tactics	Ambassador Program – Social Media
	Implementation Plan
Short Description	This tactic is an evolution of the brand ambassador program that was undertaken in 2021 under Social Media / Community Management. It now seems that the island ambassadors would have greater value as a point of contact via social media to visitors and potential visitors. This serves as a small response to the islands' challenge to respond to increasing visitations
Quantifiable Objectives	- Monthly reported social media engagement, including increase in followers and referrals. - Decrease in disconnection between local tourism organizations (chambers of commerce) and SGITPS
Rationale	Each island needs a local contact that relates to the broader regional tourism effort in order to share information from local to region and vice versa.
Action Steps	- Define roles, responsibilities, and expectation of local island ambassadors, including job descriptions, performance measures, and contract content. - Identify suitable candidates for island ambassadors (social media savvy, community connection, self-initiative, diligence reporting and accountability) - Engage island ambassadors through contract, ideally with connection to LTOs
Partnerships	LTOs (chambers of commerce), Stakeholders
Resources	Social media platforms, UCG (including CrowdRiff)
Funding Sources	MRDT and Coop Funding
Timeframe	ongoing

3) Performance Measures

	Output	Outcome
	We know we are on the right track when	We have succeeded when there is an increase in
Effective Tourism Marketing, Programs and Projects	• All are built on a brand concept. The brand concept is seen through all tactics, and each tactic, where possible, is continually refined to develop the most efficient content for maximizing referrals to SouthernGulfIslands.com and then Stakeholder Websites • Social Ads (Number and Results) • Search Engine Ads (Number and Results) • Programmatic Digital (Display) Ads (Number and Results) • Print Advertising Content Partnership (Resulting Impressions) • Website Improvements (Measured in #referrals, Pageviews, Sessions, Reduced Bounce Rate) • Social Media Organic (Community Size/Growth, Engagement) • Email Marketing (Number of qualified leads, Engagement – Open Rate, Click through Rate) • Printed Collateral (Number distributed)	• Visitor Volume when and where it is desired • Increased length of stay • Average daily room rate • Approximate return on investment • Transportation Numbers (BC Ferries traffic)
Marketing efforts are coordinated and complementary to provincial marketing strategies and tactics	• Image, video and written content development that is BC-Brand aligned, and can be contributed to the Content Commonwealth • Number of articles/earned media that comes through Global Marketing (DBC) and the Travel Media team (TVI) • Shoulder Season Product enhancement through festival and event investment	• Number of new tourism businesses • Number of attendees at festivals and events
Effective local-level stakeholder support, and inter-community collaboration	• Advertisements for the Southern Gulf Island brand • Consortium website, that is BC-Brand aligned, and sees an increase in referral to stakeholder websites	• Visitor Volume in the off-season • Dispersion across islands of Visitor Volume • Dispersion across seasons of Visitor Volume
Metrics for regenerative tourism	• integrates destination development ideas and additional ideas to be generated into a coherent whole • identifies product and service gaps • provides strategies to manage peak demand (perhaps Marketing should be doing this), and • recommends priority actions/projects for funding	•