

# 2025 TACTICAL PLAN (MRDT)

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| <b>Designated Recipient:</b>          | Southern Gulf Islands Tourism Partnership Society (SGITP)                      |
| <b>Designated Accommodation Area:</b> | Electoral Areas F & G of the Capital Regional District (Southern Gulf Islands) |
| <b>Date Submitted:</b>                | November 30, 2024                                                              |
| <b>MRDT Repeal Date:</b>              | September 1, 2029                                                              |
| <b>Five Year Period:</b>              | 2024–2029                                                                      |

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

This is the first Tactical Plan of the Five-Year Strategic Business Plan with one update; the Aqualink water taxi project has been transferred to a partner organization, the Salish Sea Inter-Island Transportation Society, and SGITP will continue to support it under their leadership. This 2025 Tactical Plan and Budget was submitted to Destination BC (DBC) in March 2024 and subsequently approved. This resubmission represents minor changes based on the key learnings and conclusions from the remainder of the year. The plan sets forth the Southern Gulf Islands Tourism Partnership Society's expectations for the 2025 calendar year respecting the Municipal and Regional District Tax (MRDT). Those seeking more context to the 2025 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

To create a visitor economy that works for everyone— an accessible, interconnected archipelago where visitor experiences are in harmony with local community values to shape the destination better than we found it.

- ✓ *Economy*
- ✓ *Environment*
- ✓ *Community*

#### Mission Statement

The Southern Gulf Islands Tourism Partnership (SGITP) develops, promotes, and advocates for regenerative exploration to our region by focusing on seasonal and geographic dispersion, visitor education, workforce housing, and local partnerships. Working in collaboration with local government, First Nations, businesses, not-for-profit organizations, and residents, SGITP harnesses local talent and leverages creative solutions to improve the quality of life in our region— economically, socially, environmentally, and culturally.

- ✓ *Responsible travel*
- ✓ *Seasonal dispersion*
- ✓ *Collaborative partnerships*

#### Strategic Areas of Focus

- 1) **Destination Marketing:** Create compelling marketing and promotions that raise awareness about the values important to our communities, inspiring like-minded people to visit our islands responsibly.
- 2) **Regenerative Destination Development:** Create conditions for positive experiences by emphasizing

- ✓ *Focus on off-season marketing and visitor education*
- ✓ *Advance sustainability planning alongside support for visitors, events, and*

sustainability and community engagement, ensuring the Southern Gulf Islands thrive for both residents and visitors.

- 3) **Community and Industry Outreach & Partnerships:** Develop local, regional, and provincial partnerships to foster inter-island cooperation and contribute to a sustainable and resilient tourism sector.
- 4) **Organizational Excellence:** Manage effectively to ensure the organization's financial sustainability and long-term industry and community support and engagement.

*experiences*

- ✓ *Provide and participate in opportunities for industry education and engagement*
- ✓ *Pursue effective governance, thorough reporting, and relevant grant opportunities*

## Goals and Objectives

- **Increase Revenues:** Increase overnight stays.
- **Seasonal and Geographic Dispersion:** Disperse visitors across islands seasonally and geographically, optimizing attraction usage and mitigating overcrowding issues
- **Enhance Events:** Improve the coordination and timing of events on each island to disperse visitors strategically and provide a more enriching experience.
- **Visitor Services:** Increase outreach to visitors on all islands encouraging visitor dispersion and regenerative visitor behaviour
- **Resident Sentiment:** Increase community support for tourism
- **Partner Engagement:** Increase partner engagement in SGITP programs and services

- ✓ *2% increase annually*
- ✓ *5% increase annually*
- ✓ *Event coordination in place by 2025*
- ✓ *Visitor services in place by 2026*
- ✓ *3% increase by 2029*
- ✓ *2% increase annually*

## b) Key Learnings and Conclusions

2024 was the fifth year of SGITP's active operation, making progress in the following ways:

- **Leadership and organizational progress:**
  - o Submitted and secured MRDT renewal, providing continued funding stability and local support.
  - o Regular participation in regional and provincial opportunities, including hosting the 4VI roadshow, attending monthly community calls, and all offered training.
  - o Improved organizational effectiveness through board governance training.
- **Marketing and campaign success:**
  - o Introduced new tactics like influencer marketing, fostering positive relationships with local island conservancies.
  - o Launched a successful shoulder-season-focused food

### Success Areas:

- ✓ *Leveraging partnerships*
- ✓ *Innovative content*
- ✓ *Earned media*
- ✓ *Data-driven learning*

### Challenges:

- ✓ *Barriers in local engagement*
- ✓ *Campaign*

- o campaign targeting values-aligned travelers.
  - o Earned significant media coverage, including recognition from the New York Times.
  - o Optimized the "cozy season" campaign, refining messaging to ensure better alignment with visitor values.
- **Website and digital enhancements:**
  - o Implemented interactive itineraries to promote extended stays and address top search queries.
  - o Enhanced visitor education by focusing the [Plan](#) page and the printed regional map on regenerative travel messaging.
- **Community and cultural partnerships:**
  - o Partnered on a region-wide cultural calendar with Salt Spring Arts, improving event offerings and collaboration with arts organizations.
  - o Implemented the long planned-for event coordination to ensure the success of the calendar and its marketability as a way to support small scale producers.
  - o Enhanced sector representation, especially with the BC Bird Trail which strengthened ties with local conservancies.
- **Creative and content innovations:**
  - o Shifted to short-form vertical video content, yielding significant improvements in social media reach and engagement.
  - o Created, printed, and distributed maps for four out of five of our islands in partnership with local Chambers of Commerce.
  - o Shifted focus to simpler, digital-only cozy season marketing, adapting to internal staff turnover.
- **Growing partnerships:**
  - o Built stronger collaborations with local organizations, businesses, and government, enhancing community understanding of the SGITP's role.

✓ *efficiency*  
✓ *Data-sharing*

Areas where activities did not proceed as planned:

- ✓ **Grant applications and budget changes:**
  - o Unsuccessful grant applications for Aqualink and a Mobile Visitor Centre left allocated project budgets unused.
- ✓ **Destination development efforts:**
  - o Limited interest from local operators in destination development training, workshops, or related opportunities continues to be a hurdle.
- ✓ **Retail and merchandise issue:**
  - o Challenges in securing retail partnerships for SGITP merchandise resulted in the decision to use these items for giveaways instead.
- ✓ **Brochure misalignment:**
  - o Difficulty aligning island map brochures with the needs of local Chambers of Commerce and those of visitors, prompting a shift toward regionally branded collateral.
- ✓ **Research and analytics delays:**
  - o Analysis of SGITP's impacts remains ongoing in November 2024, research will be undertaken in both spring and fall 2025 to better inform seasonal progress towards strategic goals.
- ✓ **Lessons in cost-effectiveness:**
  - o The 2023 cozy season campaign was costly and yielded limited meaningful results, influencing a pivot to simpler,

cost-effective approaches in subsequent campaigns.

### c) Key Strategies for the Year

- Refine seasonal campaigns with a focus on off-season and visitor education
- Improve website performance and utility
- Leverage cultural calendar for event coordination and marketing
- Optimize printed materials for better value
- Streamline data collection and sharing
- Advocate for and support destination development opportunities
- Implement visitor servicing mobile app
- Develop and maintain partner relationships
- Engage and provide value for members
- Diversify revenue sources
- Update organization and governance materials

2025 key content themes:

- ✓ *Arts and the creative economy*
- ✓ *Culinary and agritourism*
- ✓ *Nature and ecotourism*
- ✓ *Wellness*

### d) Target Markets

#### Primary

1. **Geographic Markets:**
  - **British Columbia**, focusing on major urban centers, particularly **Victoria** and **Vancouver**.
2. **Demographics:**
  - **Middle-income retirees** seeking relaxed and scenic getaways.
  - **Middle to high-income millennial families** with young children looking for easy family-friendly experiences.
  - **Middle-income young couples** seeking authentic, unique, and culturally rich experiences.
3. **Desired Length of Stay:**
  - **3 to 7 nights** for a more immersive and leisurely experience.

EQ Types:

- ✓ *Authentic Experienter*
- ✓ *Cultural Explorers*
- ✓ *Free Spirits*

Activity-based target groups:

- ✓ *Nature enthusiasts*
- ✓ *Artisans and creators*
- ✓ *Foodies*
- ✓ *Visitors aligned with sustainable tourism and environmental values*

#### Secondary

1. **Geographic Markets:**
  - **Alberta** and **Washington State**, focusing on major urban centers.
2. **Demographics:**
  - **Snowbirds** looking for extended winter stays.
  - **Middle-income millennial remote or creative workers** seeking long stays to work and explore.
  - **Cycling tourists** drawn to scenic routes and outdoor adventure.
  - **Creative arts retreat seekers** looking for inspiration and tranquility.
3. **Desired Length of Stay:**

- Ranging from **3 nights to 1 month**, accommodating both short visits and extended off-season stays.

## 2) One-Year Tactical Plan

| Major Category          | Destination Marketing: Media Advertising and Production                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Activity                | <b>Off-season promotion and peak season visitor education</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Tactics                 | Print, Email Marketing, Paid Search/Search Engine Marketing, Paid Social Media, Display Ads, Native Advertising, Out-of-Home Advertising, Sector Partnerships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Short Description       | Our marketing efforts primarily promote off-season (October through April) travel to the Southern Gulf Islands through our key pillars, while peak season is focused on visitor education.<br><br>Jan-Mar Wellness focus   “Cozy Season” campaign<br>Mar-May Arts focus<br>May–Aug Visitor education<br>Aug–Oct Food focus<br>Oct-Dec “Cozy Season” campaign<br>Nov–Dec Shop local focus                                                                                                                                                                                                                                                                                                                            |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• increase overnight stays October through May</li> <li>• increase conversions to accommodations’ booking sites through booking referral site</li> <li>• increase referrals to southerngulfislands.com</li> <li>• maximize reach and engagement per dollar spent</li> <li>• increase newsletter subscribers</li> <li>• increase value of print and out-of-home advertising</li> </ul>                                                                                                                                                                                                                                                                                        |
| Rationale               | Inviting travellers from October to April increases off-season business thereby increasing viability of local businesses, longer-term local employment, and increased year-round community services for locals. It also reduces the strain on the environment and local infrastructure that occurs during peak season. Using a broad range of advertising with a focus on digital reaches consumers with captivating content, increasing brand awareness and driving travellers along the path to purchase. The focus on digital provides a medium for learning and refining strategy.                                                                                                                              |
| Action Steps            | <ol style="list-style-type: none"> <li>1. create advertisements using photo, video, and written assets for each of the campaigns that captivate and motivate conversion to the southerngulfislands.com website and accommodators’ booking sites via the Southern Gulf Islands Tourism booking referral platform</li> <li>2. program advertisements and continue to monitor, learn, and refine</li> <li>3. execute campaign-focussed paid search engine marketing, paid social media, and image / video display ads</li> <li>4. create and distribute visitor newsletters</li> <li>5. explore opportunities for targeted print and out-of-home advertising, including with local transportation providers</li> </ol> |
| Partnerships            | Partners include accommodators, tour operators, event coordinators, art groups, and transportation providers. Sector partnerships include; Paddle BC, BC Bird Trail, BC Ale Trail, Ahoy BC, RE:BC, Farmer’s Markets BC, Arts BC. These sector contributions are matched with Coop Program funding by applications and agreements through each recognized Sector Organization and our participation uses MRDT funding only.                                                                                                                                                                                                                                                                                          |
| Resources               | <ul style="list-style-type: none"> <li>▪ Marketing Coordinator</li> <li>▪ Digital Marketing Agency</li> <li>▪ Creative Direction</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Funding Sources         | <ul style="list-style-type: none"> <li>▪ Municipal Regional District Tax (MRDT)</li> <li>▪ Destination BC (DBC) Co-operative Marketing Partnership Program (except Coop-supported sector partnerships)</li> <li>▪ private sector ad partnerships</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Major Category          | Destination Marketing: Website Hosting, Development & Maintenance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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| <b>Activity</b>         | <b>Website evolution and improvements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tactics                 | SEO, Ripe booking referral platform, Enhanced business and event listings, General usability updates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                         | <b>Implementation Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Short Description       | Our website, southerngulflislands.com, is the home of our digital presence. This will provide ongoing website improvements to increase usability and time on site as well as improve search engine rankings. We will continue to improve website useability by refining travel itineraries, enhancing local business and event listings, and updating page designs and responsiveness. Sub-properties will also receive minor updates including the <i>Nothing is the New Something</i> microsite and the GulflslandEvents.com cultural calendar in partnership with Salt Spring Arts. |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>increased page views, time on site, and conversions to partner websites</li> <li>decreased bounce rate</li> <li>management of <i>Nothing is the New Something</i> microsite to draw attention to Cozy Season campaigns</li> <li>administration of GulflslandEvents.com cultural calendar to provide a platform for marketing the creative economy</li> </ul>                                                                                                                                                                                    |
| Rationale               | A more interactive and engaging website will ensure the consumer continues toward purchase, finding the inspiration and information for booking and trip planning. Ongoing improvements are required to better engage consumers in trip planning and booking, as well as to appear in relevant searches. The website is an important call-to-action for our other tactics, while the mobile app will fulfill a dual purpose of supporting mobile visitor services through app marketing strategies.                                                                                    |
| Action Steps            | <ol style="list-style-type: none"> <li>initiate SEO services</li> <li>assign tasks, monitor progress and website quality</li> <li>maintain booking referral site, ensuring alignment with best practises and key learnings from 2024</li> <li>continue to monitor website analytics, including booking referral details, reporting quarterly results</li> </ol>                                                                                                                                                                                                                        |
| Partnerships            | Partners include Members, Salt Spring Arts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Resources               | Itinerator software<br>Ripe booking referral site<br>Imagine That Graphics<br>SEO service provider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Funding Sources         | MRDT,<br>DBC Co-op funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| <b>Major Category</b>   | <b>Destination Marketing: Social Media</b>                                                                                                                                                                                                                                                                |
| <b>Activity</b>         | <b>Social media management</b>                                                                                                                                                                                                                                                                            |
| Tactics                 | Organic social media management, CrowdRiff, influencer marketing                                                                                                                                                                                                                                          |
|                         | <b>Implementation Plan</b>                                                                                                                                                                                                                                                                                |
| Short Description       | Engage an active and growing digital community via social media with a focus on brand-aligned short-form video, user-generated content (UGC), and targeted influencer marketing partnerships.                                                                                                             |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>increased engagement rates with organic content</li> <li>number of uses of the hashtag #southerngulflislands and @southerngulflislands tagging</li> <li>number of active island ambassadors representing each island (and improved analytics from each)</li> </ul> |
| Rationale               | Posting fresh and captivating content organically on social media channels is a cost-effective way of developing and amplifying brand awareness for the Southern Gulf Islands and spreading the “social proof” that the Southern Gulf Islands are a desirable destination.                                |

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| Action Steps            | <ol style="list-style-type: none"> <li>1. plan monthly content across all platforms based on seasonal priorities and performance data</li> <li>2. source relevant UGC with a focus on short-form video content</li> <li>3. initiate targeted influencer partnerships</li> <li>4. report monthly on social analytics and optimize for improvements</li> </ol>                                                                         |
| Partnerships            | Members, 4VI, DBC                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Resources               | <ul style="list-style-type: none"> <li>• Social media manager</li> <li>• CrowdRiff platform</li> </ul>                                                                                                                                                                                                                                                                                                                               |
| Funding Sources         | <ul style="list-style-type: none"> <li>• MRDT</li> <li>• DBC Co-op funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Major Category</b>   | <b>Destination Marketing: Consumer Shows</b>                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Activity</b>         | <b>Consumer Shows</b>                                                                                                                                                                                                                                                                                                                                                                                                                |
| Tactics                 | Consumer shows, merchandise                                                                                                                                                                                                                                                                                                                                                                                                          |
|                         | <b>Implementation Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                           |
| Short Description       | Attend values-aligned consumer shows to engage potential travellers in our primary markets through an additional, impactful channel.                                                                                                                                                                                                                                                                                                 |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• broadening awareness of off-season life on the islands</li> <li>• collecting followers, increasing website visits, and gaining newsletter sign-ups at the consumer show</li> <li>• aligning with strategic partners</li> </ul>                                                                                                                                                              |
| Rationale               | Consumer shows offers SGITP the opportunity to engage with motivated travellers who value nature and unique outdoor experiences, and to encourage visitation during the off-season.                                                                                                                                                                                                                                                  |
| Action Steps            | <ol style="list-style-type: none"> <li>1. book targeted consumer shows in key markets (e.g. Vancouver Outdoor Show)</li> <li>2. prepare display and giveaway materials</li> <li>3. prepare sign-up survey and contact information collector (Constant Contact &amp; tablets)</li> <li>4. explore creating a contest that will draw people to the booth and allow SGITP to capture consumer data for future communications</li> </ol> |
| Partnerships            | Members                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Resources               | <ul style="list-style-type: none"> <li>• printed marketing collateral, banners, and merchandise</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| Funding Sources         | <ul style="list-style-type: none"> <li>• MRDT</li> <li>• DBC Co-op funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                |
| Timeframe               | Vancouver Outdoor Show (March 2025)                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Major Category</b>   | <b>Destination Marketing: Collateral Production and Distribution</b>                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Activity</b>         | <b>Printed collateral</b>                                                                                                                                                                                                                                                                                                                                                                                                            |
| Tactics                 | Guide, maps, rack cards                                                                                                                                                                                                                                                                                                                                                                                                              |
|                         | <b>Implementation Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                           |
| Short Description       | To create and distribute a family of brand-aligned printed travel resources to the Southern Gulf Islands that serves as both awareness and inspiration for trip planning.                                                                                                                                                                                                                                                            |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• amount of collateral distributed</li> <li>• geographic radius of distribution</li> <li>• amount of brand-aligned collateral</li> </ul>                                                                                                                                                                                                                                                      |

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| Rationale       | A printed visitor guide and island maps distributed at key locations when travellers are seeking additional trip planning information encourages repeat stays and geographic dispersion. A biennial guide with expanded distribution will be an avenue for developing advertising revenue.                                                                                                                                                                                                                                                                                                                                      |
| Action Steps    | <p>Guide</p> <ol style="list-style-type: none"> <li>1. modify guide to serve as an inspiration tool with the goal of making edits and reprints biennially</li> <li>2. expand distribution in BC and into Washington and Alberta</li> </ol> <p>Maps</p> <ol style="list-style-type: none"> <li>1. update, publish, and distribute brand-aligned maps</li> </ol> <p>Rack Cards</p> <ol style="list-style-type: none"> <li>1. create rack cards for GulfIslandEvents.com to promote arts and cultural opportunities in the islands in collaboration with Salt Spring Arts</li> <li>2. expand distribution on BC Ferries</li> </ol> |
| Partnerships    | Salt Spring Arts, Local Tourism Organizations (Chambers of Commerce)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Resources       | <ul style="list-style-type: none"> <li>▪ creative agency</li> <li>▪ graphic designer</li> <li>▪ participating communities</li> <li>▪ Certified Folder</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Funding Sources | <ul style="list-style-type: none"> <li>▪ MRDT</li> <li>▪ DBC Co-op funding</li> <li>▪ feature advertisers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Timeframe       | <p>Maps—Spring 2025 distribution</p> <p>Rack cards – Summer 2025 distribution</p> <p>Guide—Fall 2025 distribution</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Major Category          | Destination Marketing: Media and Travel Trade                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Activity                | Travel Media                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Tactics                 | Media trips, media relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Short Description       | Travel media have taken an interest in writing about the Southern Gulf Islands and the communities have benefited from this earned media. Southern Gulf Islands Tourism will support unique and targeted opportunities to support travel media on the islands in partnership with DBC's Travelling Journalist Program that includes off-season content, value-aligned stories, regenerative travel, addressing the myth and opportunity of off-season inactivity. This tactic will provide a particular focus on arts events on each island in the off-season: Arts on Mayne, Pender Fall Crawl, Salt Spring National Art Prize, etc. A media page on our website will reduce unsolicited engagements. |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• coverage of key value propositions in the islands</li> <li>• placements in value-aligned media</li> <li>• referrals to southerngulfislands.com</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Rationale               | Earned media offers high brand credibility and will increase knowledge and understanding of the Southern Gulf Islands and the key pillars of our brand.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Action Steps            | <ol style="list-style-type: none"> <li>1. engage Media Relations professional</li> <li>2. engage values-aligned travel media to create and share stories</li> <li>3. include a media page link on the website with travel media information to satisfy ordinary enquiries and reduce unsolicited engagements</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                |
| Partnerships            | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Resources               | <ul style="list-style-type: none"> <li>▪ Media Relations professional</li> <li>▪ 4VI</li> <li>▪ Visiting journalist program</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| Funding Sources | <ul style="list-style-type: none"> <li>▪ MRDT</li> <li>▪ DBC Co-op funding</li> <li>▪ Member partnerships</li> </ul> |
| Timeframe       | Mid-October through mid-April                                                                                        |

| Major Category          | Destination Marketing: Consumer Focused Asset Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Activity                | Assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Tactics                 | Videography (increased focus), Photography, Written materials (blogs and copy)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Short Description       | Southern Gulf Islands Tourism will continue to develop written content, captivating images, and short-form video in alignment with the Brand Guidelines (which have been developed in alignment with the DBC brand) that communicate the unique identity and value proposition of the Southern Gulf Islands. We will seek opportunities to invest in Indigenous creators, businesses, and operators. We will require model releases and third-party rights purchases so it can be contributed to the Content Commonwealth for BC-focused content produced at the provincial or regional level. |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• number of assets generated</li> <li>• number of assets added to the BC Content Hub</li> <li>• performance of the resulting content as measured by views and shares, and page views for written content</li> </ul>                                                                                                                                                                                                                                                                                                                                     |
| Rationale               | All marketing activities will need to be supported by captivating content in the form of images, videos, and written content.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Action Steps            | <ol style="list-style-type: none"> <li>1. identify specific photo/video shoot programs to align with planned calls to action and campaigns</li> <li>2. develop a photo and a video brief and contract CrowdRiff Creators to source and deliver finished products</li> <li>3. partner with local organizations for brand-aligned shoots that also meet local needs</li> <li>4. using keyword strategy, develop written content that increases the website's relevancy and searchability</li> </ol>                                                                                              |
| Partnerships            | Partners include Local Tourism Organizations (Chambers of Commerce), Arts Groups, and BC Ferries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Resources               | <ul style="list-style-type: none"> <li>• CrowdRiff Creators</li> <li>• photographers</li> <li>• videographers</li> <li>• local writers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Funding Sources         | <ul style="list-style-type: none"> <li>• Members</li> <li>• MRDT</li> <li>• DBC Co-op funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Major Category    | Regenerative Destination Development                                                                                                                                                                                                                                                     |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity          | Industry development and training                                                                                                                                                                                                                                                        |
| Tactics           | Local events, professional development, business workshops                                                                                                                                                                                                                               |
|                   | Implementation Plan                                                                                                                                                                                                                                                                      |
| Short Description | Advancing businesses and opportunities that support the key pillars of the SGITP brand to support the islands as a desirable destination for travellers, with a focus on the supply side of tourism, including; compelling experiences, quality infrastructure, and remarkable services. |
| Quantifiable      | <ul style="list-style-type: none"> <li>• member participation in workshops and training opportunities</li> </ul>                                                                                                                                                                         |

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| Objectives      | <ul style="list-style-type: none"> <li>• SGITP participation in local events</li> </ul>                                                                                                                                                                                                                                                                                                   |
| Rationale       | Lifestyle entrepreneurs make up the bulk of Southern Gulf Island businesses but their unreliability in terms of offerings and hours quickly lose visitor trust. Investment in developing key experiences for those businesses that want to scale supports destination development and seasonal dispersion and provides more opportunity for visitors to choose the Southern Gulf Islands. |
| Action Steps    | <ol style="list-style-type: none"> <li>1. identify potential workshops and training opportunities</li> <li>2. determine level of interest in participation</li> <li>3. identify relevant local events for SGITP to attend</li> <li>4. engage local businesses, local tourism organizations</li> <li>5. schedule relevant development opportunities</li> </ol>                             |
| Partnerships    | Art societies, conservancies, tour operators, experience providers, local tourism organizations (Chambers of Commerce).                                                                                                                                                                                                                                                                   |
| Resources       | <ul style="list-style-type: none"> <li>• Creative Tourism Network</li> <li>• Culinary Tourism Alliance</li> <li>• GreenStep Solutions</li> <li>• small business consultants</li> </ul>                                                                                                                                                                                                    |
| Funding Sources | <ul style="list-style-type: none"> <li>• MRDT</li> </ul>                                                                                                                                                                                                                                                                                                                                  |
| Timeframe       | Ongoing                                                                                                                                                                                                                                                                                                                                                                                   |

| Major Category          | Regenerative Destination Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity                | Product Experience Enhancement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tactics                 | Itinerary Development, Key Experience Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Short Description       | Improving opportunities for attractions, events, services, experiences, and other offerings to reach and attract a visitor market.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• number of itinerary stops created</li> <li>• number of business listings created</li> <li>• number of events posted</li> <li>• number of partnerships created</li> </ul>                                                                                                                                                                                                                                                                                                                                           |
| Rationale               | Our Southern Gulf Islands travel themes revolve around nature, the arts, wellness, and food, so businesses, events, and service providers in these spaces resonate with the brand. More thoughtful travel and longer stays would be less disruptive to the islands and would provide a better return on effort for visitors than day trips, which can feel a bit too frantic due to the travel requirements of the islands and leave limited benefit in their wake.                                                                                         |
| Action Steps            | <ol style="list-style-type: none"> <li>1. engage with local culinary leaders to learn itinerary opportunities and explore ideas around food-focused events</li> <li>2. explore partnership with creators of <a href="https://islandfarmstands.com/">https://islandfarmstands.com/</a> to add more island farm stands</li> <li>3. engage with event producers to share event details that align with traveller booking windows via calendar administration</li> <li>4. engage with wellness service providers to better highlight their offerings</li> </ol> |
| Partnerships            | Partners include restaurant owners, farms, event producers, wellness providers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Resources               | <ul style="list-style-type: none"> <li>▪ Itinerator software</li> <li>▪ GulfIslandEvents.com cultural calendar</li> <li>▪ Salt Spring Arts calendar administration (formerly called event coordination)</li> <li>▪ Salt Spring Arts</li> </ul>                                                                                                                                                                                                                                                                                                              |
| Funding Sources         | <ul style="list-style-type: none"> <li>▪ MRDT</li> <li>▪ Coop Marketing Program</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|           |                                 |
|-----------|---------------------------------|
| Timeframe | Ongoing (with off-season focus) |
|-----------|---------------------------------|

| Major Category          | Regenerative Destination Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity                | <b>Research, Evaluation and Analytics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Tactics                 | Quarterly Industry Reports, Annual Performance Report, Digital Analytics, Resident Sentiment, Market Research, Targeted visitor exit surveys                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                         | <b>Implementation Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Short Description       | <p>Local tourism and hospitality businesses require local market information to support their business and manage the local travel economy. Market information will also support Southern Gulf Islands Tourism tactical plans. Hesitancy continues to exist regarding local information sharing, and broader market studies of the Greater Victoria area and Vancouver Island rarely provide accurate insight about the activity on the islands.</p> <p>DBC generously worked with Southern Gulf Islands Tourism collecting and analyzing Mobilescapes data and we engaged Align Consulting in 2022 through 2024 to develop an ongoing tracking system using the data and to conduct a PRIZM Segmentation Study. Unfortunately, the Environics data use for Mobilescapes was deemed unreliable due to incongruencies with BC Ferry traffic data, particularly at Vesuvius Terminal. We understand DBC continues to work with Environics to clarify the useability of this data, but it leaves us dependent upon data from BC Ferries to monitor traffic to the islands over time.</p> <p>We will continue to purchase data from AirDNA until DBC's Rove Destination Insight Platform is available. Align Consulting continues to be engaged and helps us compare the AirDNA data with BC Ferries data to provide meaningful insights about overnight stays in the region. SGITP will keep using this information in our work.</p> <p>Our booking referral platform will continue to provide more useful data on referrals to accommodators including quantified value of referrals monthly over time.</p> <p>Further, as the tourism industry evolves, destination marketing organizations like SGITP are expanding their roles to include destination management. A crucial aspect of this is understanding resident sentiment, as locals play a key role in hosting visitors and are impacted by tourism. Gaining insight into their perceptions is essential for SGITP to effectively manage the destination and ensure a positive experience for both residents and visitors. In 2025 (and beyond), SGITP will focus on measuring and addressing resident sentiment.</p> |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• completion of studies</li> <li>• data available and shared with participants</li> <li>• quarterly data summaries shared in local industry e-news</li> <li>• key learnings derived from the data</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Rationale               | Research is essential to advising ongoing marketing strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Action Steps            | <ol style="list-style-type: none"> <li>1. continue work with Align Consulting to update the AirDNA (\$12,000) / BC Ferries data semi-annually, and report Mobilescapes data, including PRISM segmentation, if it becomes available in the future</li> <li>2. continue with booking referral site and pull data quarterly for analysis and reporting back to industry members via industry newsletters</li> <li>3. conduct resident sentiment research; explore the use of Destination BC's Resident Perceptions of Tourism <a href="#">toolkit</a></li> <li>4. Explore the use of the DBC Economic Input-Output Model and additional market research</li> <li>5. report findings to Southern Gulf Islands Tourism Board and industry members</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Partnerships            | Partners include accommodators, and DBC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Resources               | <ul style="list-style-type: none"> <li>▪ Align Consulting—AirDNA, BC Ferries (future potential - Mobilescapes and PRIZM)</li> <li>▪ Ripe booking platform analytics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|                 |                                                                                                                                                                                                                     |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Funding Sources | <ul style="list-style-type: none"> <li>▪ DBC Resident Perceptions of Tourism toolkit</li> <li>▪ DBC Economic Input-Output Model</li> <li>• MRDT</li> <li>• Coop Marketing Program (Market research only)</li> </ul> |
| Timeframe       | Ongoing                                                                                                                                                                                                             |

| Major Category          | Regenerative Destination Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity                | Visitor Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Tactics                 | Mobile Visitor Service Digital App                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Short Description       | This tactic responds to direction from the Five-Year Business Strategy to create a mobile visitor service capable of serving the five-island region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• create a Southern Gulf Island Visitor App</li> <li>• quarterly reported points of contact with local business operators</li> <li>• quarterly point of contact with visitors, by island location</li> <li>• number of new local businesses actively engaged digitally</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                        |
| Rationale               | Each of the five islands requires reliable sources of information for visitors to support their experience during the pre-planning phase, when arriving on-island, with the potential of post-visit follow-up. The communities, separated by water, are not easily accessed from another. The larger islands have multiple points of interest and the overall strategy is to distribute travel away from the overly busy locations (like Ganges) to better manage travel. Due to an unsuccessful grant application for a vehicle-based mobile visitor centre, we aim to develop a visitor services program based on a mobile app to enhance accessibility and information distribution across the five islands. |
| Action Steps            | <ol style="list-style-type: none"> <li>1. launch an SGI visitor service app that serves the region and all islands</li> <li>2. develop marketing to incentivize app downloads</li> <li>3. develop a mobile app communications strategy to reach visitors with information when and where they need it</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                |
| Partnerships            | Partners include members, Local Tourism Organizations (Chambers of Commerce),                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Resources               | <ul style="list-style-type: none"> <li>▪ Itinerator software</li> <li>▪ SGITP staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Funding Sources         | <ul style="list-style-type: none"> <li>▪ MRDT</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Major Category | Community and Industry Outreach & Partnerships                                                                                                                                                                                                                                                                                                    |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity       | Local and provincial partner engagement                                                                                                                                                                                                                                                                                                           |
| Tactics        | Corporate website, Corporate e-newsletter, One-to-one meetings with local tourism partners, Annual community engagement session/open house, Meet regularly with local government staff and elected officials, Build relationships with Indigenous partners and local organizations, Engage in provincial and regional tourism industry activities |
|                | Implementation Plan                                                                                                                                                                                                                                                                                                                               |

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|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Short Description       | Local, regional, and provincial partnerships are vital for establishing a strong foundation and fostering inter-island cooperation, contributing to a sustainable and resilient tourism sector.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• number of tourism partners participating in SGITP program offerings</li> <li>• partner engagement in SGITP communications (newsletter open rate, etc.)</li> <li>• number of one-on-one business meetings/site visits</li> <li>• maintain tourism business/partner database</li> <li>• strengthen industry partnerships</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Rationale               | SGITP aims to actively engage partners in our programs, ensuring they receive consistent communications and outreach. We also strive to build strong relationships with the local government to promote ongoing collaboration and emphasize the value of tourism. Additionally, SGITP will act as a representative for the local industry at the provincial and regional level, presenting challenges, successes, and opportunities to our partners for consideration.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Action Steps            | <ol style="list-style-type: none"> <li>1. provide regular updates to partners via the SGITP e-newsletter (campaigns, grant opportunities, training opportunities, etc.)</li> <li>2. maintain and regularly update the corporate section of the SGITP's website</li> <li>3. visit tourism partner businesses for one-on-one conversations to share opportunities and challenges and inform advocacy efforts</li> <li>4. host annual community engagement session to showcase the past year's activities and preview upcoming activities/gather input for the new year</li> <li>5. convene regular meetings with local government staff and elected officials to provide update on SGITP activities, discuss opportunities to collaborate and advocate on issues that impact tourism.</li> <li>6. educate residents, elected leaders, and local government staff about the value of tourism on the Southern Gulf Islands</li> <li>7. continue to build relationships with local Indigenous partners regarding tourism opportunities.</li> <li>8. attend meetings and engage with local Chambers of Commerce, conservancies, arts organizations, and other non-profits; share SGITP's activities and discuss opportunities to collaborate</li> <li>9. continued participation in industry and sector organizations, including BC Destination Marketing Association and the Tourism Industry Association of BC</li> <li>10. attend provincial and regional meetings and conferences and engage in training opportunities</li> </ol> |
| Partnerships            | Partners include members, Local Tourism Organizations (Chambers of Commerce), local government, Indigenous partners, local organizations (i.e. conservancies, arts organizations, etc.), 4VI, TIABC, BCDMOA, Destination BC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Resources               | <ul style="list-style-type: none"> <li>• SGITP staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Funding Sources         | <ul style="list-style-type: none"> <li>• MRDT</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Timeframe               | Ongoing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Major Category          | Organization Excellence                                                                                                                                                                                                                                                                                        |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activity                | <b>Effective DMO management</b>                                                                                                                                                                                                                                                                                |
| Tactics                 | Fee-for-service funding, Grants, Board governance and financial management, MRDT reporting                                                                                                                                                                                                                     |
|                         | Implementation Plan                                                                                                                                                                                                                                                                                            |
| Short Description       | Ensure effective governance, financial management, and bi-annual MRDT reporting                                                                                                                                                                                                                                |
| Quantifiable Objectives | <ul style="list-style-type: none"> <li>• fee-for-service funding secured annually from the Capital Regional District</li> <li>• sufficient board nominations received for AGM</li> <li>• number of successfully secured grants</li> <li>• successful MRDT reporting bi-annually and renewal in 2029</li> </ul> |

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|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rationale       | Effective DMO management is essential for ensuring the organization's financial sustainability and long-term industry and community support and engagement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Action Steps    | <ol style="list-style-type: none"> <li>1. secure annual fee-for-service funding from the capital regional district</li> <li>2. conduct monthly board and committee meetings as required</li> <li>3. explore updating board governance bylaws for improved organizational effectiveness</li> <li>4. implement sound financial management practices to ensure the SGITP's financial stability, and ease of annual reporting</li> <li>5. seek grant opportunities as available that align with Five-Year Strategic Plan and One-Year Tactical Plans</li> <li>6. complete required bi-annual MRDT planning and reporting (November &amp; May)</li> </ol> |
| Partnerships    | CESD, SSI LCC, CRD, SGI Board, Destination BC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Resources       | <ul style="list-style-type: none"> <li>• SGI staff and board</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Funding Sources | <ul style="list-style-type: none"> <li>• MRDT</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 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                                                | <ul style="list-style-type: none"> <li>all marketing and projects are built on a brand concept, which is seen through all tactics, and each tactic, where possible, is continually refined to maximize referrals to Southerngulfislands.com and then partner websites</li> <li>we see positive metrics resulting from social ads, search engine ads, and programmatic digital (display) ads.</li> <li>print advertising content partnerships result in greater impressions</li> <li>website improvements (measured in #referrals, pageviews, sessions, reduced bounce rate)</li> <li>Southern Gulf Islands Tourism experiences organic social media community growth and increased engagements with content</li> <li>email marketing campaigns receive greater engagement and generate higher quantities of qualified leads</li> <li>printed collateral experiences greater distribution numbers</li> </ul> | <ul style="list-style-type: none"> <li>visitor volume when and where it is desired (i.e. dispersion and seasonality concerns are addressed)</li> <li>length of stay increases providing more viability for businesses</li> <li>average daily room rate</li> <li>approximate return on investment</li> <li>transportation numbers (BC Ferries traffic)</li> </ul> |
| Marketing efforts are coordinated and complementary to provincial marketing strategies and tactics | <ul style="list-style-type: none"> <li>content production efforts result in a greater volume of image, video and written content developed that is BC-brand aligned and can be contributed to the Content Commonwealth</li> <li>there is growth in the number of articles/earned media that come through Global Marketing (DBC) and the Travel Media team (4VI)</li> <li>Southern Gulf Islands Tourism and the Southern Gulf Islands' experience shoulder season product enhancement through festival and event investment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>the number of new tourism businesses in the Southern Gulf Islands region increases</li> <li>the number of attendees at festivals and events increases</li> </ul>                                                                                                                                                          |
| Effective local-level stakeholder support, and inter-community collaboration                       | <ul style="list-style-type: none"> <li>there is increased local advertising and adoption of the Southern Gulf Islands Travel brand</li> <li>consortium websites arrive at brand-alignment and see an increase in referral to partner websites</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>visitor volume in the off-season increases</li> <li>dispersion across the Southern Gulf Islands of visitor volume</li> <li>dispersion across seasons of visitor volume</li> </ul>                                                                                                                                         |
| Metrics for regenerative tourism                                                                   | <ul style="list-style-type: none"> <li>destination development ideas and additional ideas to be generated are integrated into a coherent whole</li> <li>product and service gaps are identified</li> <li>strategies to manage peak demand are identified</li> <li>priority actions/projects for funding are recommended</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>partners better understand the role, and goals, of a destination management organization</li> <li>resident sentiment and resident support for tourism increases</li> </ul>                                                                                                                                                |

### 4) 2025 Budget and Geographic Dispersion

With all MRDT-OAP revenue now allocated exclusively towards affordable housing initiatives, the budgeted operational reserve will be strategically and gradually drawn down to maintain operational balance. This measured approach ensures that critical operations continue uninterrupted while adapting to the reallocation of MRDT-OAP funds.