

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30th each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan

- Key learning and conclusions from the previous year

- Details about activities and tactics for the upcoming year

- Expected outcomes

- Availability of revenue from other sources to fund projects in addition to the funds from the tax

- (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)

- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

***Quick Reference Guide
(from the MRDT Program
Requirements):***

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

One-Year Tactical Plan Template

Designated Recipient: Southern Gulf Islands Tourism Partnership (SGITP)
Designated Accommodation Area: Southern Gulf Islands: Galiano Island, Pender Island, Saltspring Island, Mayne Island, Saturna Island
Date Prepared: November 29, 2019
MRDT Repeal Date: September 1, 2024
Five Year Period: 2019-2024

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
Strategic Direction	Vision Statement: An accessible, interconnected archipelago of living, working communities in the Salish Sea, where exceptional visitor experiences that reflect our natural and cultural uniqueness are in balance with sound destination management based on sustainability, seasonal diversity and equitable participation by all the islands. Mission Statement: The Southern Gulf Islands Tourism Partnership Society (SGITP) works with the tourism industry, community stakeholders, local government, First Nations, and residents to develop and promote year-round destination experiences that enhance the local economic base while contributing to the quality of life of the Southern Gulf Islands Region.
Key Learnings and Conclusions	1. Sustainable Tourism and a Visitor Management Framework: Globally, tourism is one of the fastest growing economic sectors; with a stable economy, growing middle class and technological advances, travel is more accessible, and desirable. With an increased volume of visitors in some destinations, the industry is witnessing the downside of tourism where volume outpaces infrastructure capacity, and where travellers neglect the values of the environment and community the visit. As Southern Gulf Islands Tourism begins to strengthen their role in British Columbia's tourism economy, the focus must be on developing a Visitor Management Framework that supports responsible tourism growth. The summer high season is already near capacity and diversification of product offerings into the shoulder and off seasons is essential for increasing cash flows, returns on capital and year-round employment. Recognition of the need to manage summer season visitor volume throughout the SGI Region to ensure sustainable positive destination experiences for the visitor as well as the community. 2. Identity and values development: As Southern Gulf Islands Tourism Partnership Society creates meaningful opportunities to promote tourism operators in the region, it is imperative to build a strong identity based on unique differentiators. The Southern Gulf Islands offer visitors a slower pace of life, and an opportunity to retreat in nature

	with culinary, outdoor recreation, and cultural experiences to shift perspectives. The values of the Southern Gulf Islands tourism residents will need to be in alignment with visitors – so these values need to inform target market and messaging. 3. Collaboration: Collaboration amongst the islands is the key to success for all of the islands – as the partnership progresses and positive growth is demonstrated. It will become increasingly possible to align more efforts. The support of the provincial and regional organization is an important part of facilitating and encouraging this collaboration and alignment, as is finding a positive working relationship with BC Ferries. Over the last five years, with Destination BC and Tourism Vancouver Island destination planning efforts and the Southern Gulf Islands initiative, cooperation among the five islands in the SGI Region has proven to be most beneficial and a solid cornerstone for continued planning.
Overall Goals, and Objectives	1. Increased revenues: Expand outside of peak and expand onto smaller islands to spatially and temporarily manage growth (bring overnight stays up 10% by 2024). 2. Diversify seasonally: Shoulder months provide the largest opportunity for growth as it is easier for operators to stretch operating season before and after summer. (increase shoulder season stays 25% by 2024). 3. Diversify markets: Support the development of compelling experiences that will raise the SGI-Regional profile amongst travel trade (through the Global Marketing team provincially and regionally). Help local operators achieve export readiness and increase the attractive fly-drive markets out of Europe.
Strategies	1. Through the application of innovative marketing tactics, and sustainable development of awareness in key markets, continue to prove the importance of a consortium-based approach to tourism promotion for each participating community. This partnership was established to explicitly recognize and realize social, environmental and economic contributions of community tourism, while building a mobility network and organizing the development of unique experiences in the Southern Gulf Islands Region. 2. Using strategic advertising, focus on driving interest in shoulder season visitation, and amongst values-matched consumers. 3. Work with local operators and regional partners to improve market and export readiness so the industry is able to participate in the travel trade market. 4. Continue to work with BC Ferries and transportation service providers to enhance inter-island mobility and increase promotion of the fly/drive/ferry packages featuring core activities. 5. Continue to program, build and coordinate a successful roster of festivals featuring live music, arts and crafts, culinary and food, adventure tourism and cultural events. 6. Develop a Visitor Pledge and tactics to disseminate messages of responsible tourism to encourage visitors abide by principles of “Leave

	No Trace” and respectful interaction with natural spaces, wildlife and community infrastructure while visiting. 7. Develop a Visitor Management Framework that emphasises sustainable growth and parallel efforts in promoting mobility, the development of new product and extended operating season.
Target Markets	This project will target residents of British Columbia (60%), Alberta (30%) and Washington State (10%). While general brand-building messages will promote travel at any time of the year (20%), more focused conversion campaigns will promote reasons to visit in the shoulder months of May-June (40%), September-October (40%) and will disperse interest across the Southern Gulf Islands, with a particular focus on the smaller islands, and those that have capacity and developed product. Travellers who tend to align with the following EQ Types will be the focus: Authentic Experiencers (40%) Seeking the “local experience” with an openness to adapting themselves to the destinations’ pace and offering without being challenged by inconveniences. The Authentic Experiencer is at home in natural and cultural environments and is likely to embrace learning and personal development opportunities. Cultural Explorers (40%) This traveller seeks to immerse themselves in the entire experience of the destination; they are open-minded explorers at home in Bed & Breakfasts as it provides a more authentic experience of the destination. Free Spirits (20%) Free Spirits are spontaneous and adventure-seeking travellers looking to experience the best and brightest in travel, including not being afraid to indulge in getting the perfect experience. As a laid-back traveller, they are likely unfazed by travel requirements to a destination and are seeking bucket list opportunities to share with others.

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation, and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport , grant programs , etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
- Please complete and attach Appendix 1.8.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and

evaluation mechanism.

4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: Media Advertising and Production

Activity Title: Online Advertising

Tactics:

- Social Advertising
- Search Engine Marketing
- Programmatic Digital Advertising

Implementation Plan:

Short Description:

Social Advertising:

Develop a two-phase social advertising campaign to grow interest in a “so-close, so-far away” campaign concept. Phase one will use this concept to tease interest in the website reveal, and a subscription to the email program to be the first to receive special fall offers. Phase two will continue to build brand awareness, while driving interest in the SouthernGulfIslands.com website. The expected outcome is to increase interested consumers (measured in email subscription and pageviews), ultimately for increased conversions to stakeholder websites.

Search Engine Marketing:

Using a keyword search strategy, invest in the Google Search Network to serve ads to users who are searching for relevant queries. The expected outcome is to strengthen the prominence/find-ability of the Southern Gulf Islands website, at key moments in the buyers’ journey (to achieve an increase in conversions to stakeholder websites).

Programmatic Digital Advertising:

Develop a brand identity for the Southern Gulf Islands and increase awareness of the destinations amongst a key target demographic. Because of the dynamic nature of digital advertising, this is an ideal tactic to begin to build awareness, while also refining knowledge of what messaging and imagery has the greatest impact in influencing consumer behaviour. The expected outcome is to grow brand awareness, as measured by impressions.

Quantifiable Objectives:

- Increase referrals to SouthernGulfIslands.com (Pageviews, Sessions. Source)
- Maximize reach and impressions per dollar spent
- Achieve an above average engagement rate/click through rate and use learnings to continue to excel in this area

Rationale:

Use online advertising as a cost-effective means for reaching consumers with captivating content toward increased brand awareness, and click-throughs to SouthernGulfIslands.com. Online advertising meets current trends in online travel research as a primary mode of gathering information and making decisions, while also providing a dynamic medium for learning and refining strategy.

Action Steps:

1. Engage a creative agency to develop a creative look and direction that has application across multiple mediums.
2. Develop advertisements using BC-brand aligned creative assets that captivate and motivate conversion to the SouthernGulfIslands.com website.
3. Program advertisements, monitor and refine.

Potential Partnerships: Stakeholders

Resources: Creative Agency, Destination BC (brand alignment)

Sources of Funding: MRDT, Destination BC Co-Op Advertising

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Media Advertising and Production

Activity Title: Print Advertising

Tactics:

- Content Partnership with travel Magazine to promote fall travel
- Content Partnership with a wellness magazine to promote Education Tourism

Implementation Plan:
Short Description:

Invest in a marketing content partnership with a travel magazine that includes print and digital tactics. Contribute dollars towards a Southern Gulf Islands feature (editorial + advertisements) in the Fall edition of the travel magazine.

Invest in a marketing content partnership with a wellness magazine targeting Lower Mainland consumers. Promote through listings and inspirational content, specific Fall retreat, wellness and education opportunities to draw visitors to the Southern Gulf Islands for specific events and retreats.

Quantifiable Objectives:

- Impressions as provided by the outlet
- Resulting value of the editorial provided as part of the content partnership (leverage spend)

Rationale:

Leverage the Visit Southern Gulf Islands message to a captive and qualified audience known to enjoy travel (travel magazine).

Promote Education Tourism in the Southern Gulf Islands by developing listings and inspirational content, for promotion in a print partnership, and targeting health and wellness – focused consumers who live in the Lower Mainland.

Pair editorial and advertisement for the benefit of information provided to the consumer from a “trusted source”

Action Steps:

1. Negotiate content partnership deliverables with Travel Magazine and with a Wellness magazine (Lower

- Mainland) to maximize funds invested;
2. Align creative and editorial with newly refined brand guidelines that align with the BC-brand
 3. Evaluate the success of the content partnership based on impressions

Potential Partnerships: Stakeholders, Travel Magazine, Wellness Magazine

Resources: Creative Agency, Destination BC (brand alignment), WestJet Magazine, TBD Magazine

Sources of Funding: MRDT, Destination BC Co-Op Advertising

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Website - Hosting, Development, Maintenance

Activity Title: Website

Tactics:

- Improve look and function - SouthernGulfIslands.com

Implementation Plan:

Short Description:

Improve, through significant changes, SouthernGulfIslands.com to align content and images with the BC-Brand and to improve the user experience. Introduce a booking widget to facilitate hotel, and B&B bookings direct from the website.

Quantifiable Objectives:

- Increased pageviews, time on site, and conversions to stakeholder websites;
- Decrease bounce rate

Rationale:

Advertising will generate interest in the SouthernGulfIslands.com website. Improvements are required to ensure the consumer continues toward purchase, finding the inspiration and information for booking and trip planning.

Action Steps:

1. Extend a Request for Proposals to contract an agency for website creative and functional improvements
2. Assign the work and monitor progress, with ongoing input of objectives, and quality checks
3. Invest in comprehensive website analytics and develop reporting

Potential Partnerships: Stakeholders

Resources: Creative Agency, Destination BC (brand alignment)

Sources of Funding: MRDT, Destination BC Co-Op Advertising

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Social Media
Activity Title: Social Media (Community Management)
Tactics: - Social Media Management (Organic – Ongoing) - Crowdriff (User Generated Content Tool) Subscription
Implementation Plan: Short Description: Invest in Crowdriff as a platform for sourcing user generated content to share on Southern Gulf Islands organic social channels. Hire a contractor to manage ongoing social media posting for community engagement and growth. Quantifiable Objectives: - Improvements to size of Social Media community - Increased engagement rates with organic content - Number of uses of the hashtag #ExploreBC - Number of uses of the hashtag #ExploreSGI Rationale: Posting fresh and captivating content organically on social media channels is a cost-effective way of developing and amplifying brand ambassadors for the Southern Gulf Island, and spreading “social proof” that Southern Gulf Islands is a desirable vacation destination. Action Steps: 1. Subscribe to Crowdriff, as a tool for capturing and requesting the rights to user generated content 2. Contract a Social Media expert to act as a daily manager of social channels 3. Develop reporting tools and monitor for improvement (ongoing) Potential Partnerships: Stakeholders, Contractor, Tourism Vancouver Island, Destination BC Resources: Contractor, Destination BC (brand alignment) Sources of Funding: MRDT, Destination BC Co-Op Advertising Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Destination Marketing
Activity Title: Asset Development
Tactics: - Images - Video - Written Content
Implementation Plan: Short Description:

Develop captivating images, video and written content in alignment with the BC-Brand, that communicates the unique identity and value proposition of the Southern Gulf Islands. Develop a video to play on BC Ferries Route 9 from the mainland to the Southern Gulf Islands. This video will share the message of sustainable and safe travel to the islands. Output includes complete video content and b-roll for future use. We will undertake the necessary model releases and third-party rights purchase so the b-roll can be contributed to the Content Commonwealth for BC-Focused videos produced at the provincial or regional level.

Quantifiable Objectives:

- Number of brand-aligned images added to the Southern Gulf Islands image database and provided to Tourism Vancouver Island and Destination BC for Global and Content marketing at the regional and provincial level.
- Number of videos, minutes of b-roll.
- Appeal of the resulting content as measured by video views, social shares and pageviews for written content.

Rationale:

All marketing activities will need to be supported by captivating content in the form of images, video and written content.

Action Steps:

1. Develop a photo and a video brief and contract creative professionals to deliver finished product
2. Develop a campaign for sharing video content
3. Using the keyword strategy developed in the Search Engine Marketing tactic, develop written content that increases the websites relevancy and search-ability
4. Develop a campaign for sharing written content.

Potential Partnerships: Stakeholders, Photographer, Videographer, Tourism Vancouver Island, Destination BC

Resources: Contractors, Destination BC (brand alignment)

Sources of Funding: MRDT, Destination BC Co-Op Advertising

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Destination Marketing

Activity Title: Travel Media

Tactics:

- Support requests from travel journalists by hosting as required

Implementation Plan:

Short Description:

Working with the Global Marketing Team at Destination BC and the Travel Media team at Tourism Vancouver Island, support through hosting the requests of travel journalists in the Southern Gulf Islands.

Quantifiable Objectives:

- Number of hosted journalists.
- Value of earned media.

Rationale:

Travel journalism is a way of communicating third party approval of a destination, while developing captivating narrative that encourages consumers to find out more.

Action Steps:

1. Respond to queries and work with Tourism Vancouver Island to facilitate media requests and visits.

Potential Partnerships: Stakeholders, Tourism Vancouver Island, Destination BC

Resources: Contractors, Destination BC (brand alignment)

Sources of Funding: Community Investment

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Destination Marketing

Activity Title: Travel Trade

Tactics:

- Vancouver Island Travel Trade Consortium

Implementation Plan:

Short Description:

Invest in the Vancouver Island Travel Trade Consortium that pools dollars for a Vancouver Island collaborative buy into a Travel Agent/Tour Marketing Network (with deliverables like Vancouver Island-focused emails to travel agents and tour operators, a Webinar focused on education agents/operators on Vancouver Island and the Southern Gulf Islands, and a Vancouver Island microsite within the Marketing Network website. Examples of Marketing Networks: Signature Travel, AAA.

Quantifiable Objectives:

- Number of impressions.

Rationale:

Travel trade is an opportunity to develop brand awareness in new markets in a cost-effective way.

Action Steps:

1. Contribute to the consortium and monitor results.

Potential Partnerships: Stakeholders, Tourism Vancouver Island, Vancouver Island communities

Resources: Tourism Vancouver Island

Sources of Funding: Stakeholders, MRDT

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

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Major Category: Destination Marketing
Activity Title: Guides – Printed Collateral
Tactics: - Island-Specific Publications to support visitor servicing, BC Ferries brochure racking
Implementation Plan: Short Description: Continue to support the development of visitor servicing guides and maps that promote each island and can be distributed on BC Ferries and at Visitor Centres around British Columbia. Quantifiable Objectives: - Number of guides distributed. Rationale: A printed visitor guide or guides, distributed at key locations when travellers are seeking additional trip planning information, can help to encourage repeat, extended stay and additional visits. Action Steps: 1. Work with community partners to determine the strategy for printed guides. 2. Plan content. 3. Develop and sign off on content. Potential Partnerships: Participating communities Resources: Creative agency, participating communities Sources of Funding: Stakeholders, MRDT Timeframe: (when will the tactic begin and end or is it ongoing?): Beginning summer distribution

Major Category: Other – Destination Marketing
Activity Title: Email Marketing
Tactics: - Email Newsletters
Implementation Plan: Short Description: Invest in an email marketing deployment program, and, using paid social ads, incentivize interested consumers to subscribe to an email marketing program (ie. contesting). Develop regular email correspondence that provides inspiring content, and special offers to encourage conversion/bookings (including helping to push shoulder season visitation). The expected outcome is to develop an audience of qualified leads for ongoing marketing and research.

Quantifiable Objectives:

- Number of qualified leads managed and communicated with through an email program
- Relevancy of Content (click through rate, open rate)

Rationale:

Email marketing is a cost-effective strategy for moving qualified leads closer to purchase.

Action Steps:

1. Subscribe to an email marketing program.
2. Incentivize email sign ups using advertising mediums
3. Develop regular email correspondence featuring opportunities for conversion to stakeholder websites, and SouthernGulfIslands.com website content.

Potential Partnerships: Stakeholders

Resources: Contractor, Email Program, Destination BC (brand alignment)

Sources of Funding: MRDT, Destination BC Co-Op

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing

Major Category: Destination & Product Experience Management

Activity Title: Product and Experience Enhancement

Tactics:

- Festival and Event Support

Implementation Plan:
Short Description:

Provide funding to support the creation and marketing of festivals and events, including increasing the number of operating days that the Tour de Iles is offered - a boat service currently operating over three days only in June, that connects visitors to all of the islands, with tour opportunities provided on land as well.

Quantifiable Objectives:

- Number of festivals and events support;
- Number of attendees at each festival and event.

Rational:

Festivals and events, that focus on the cultural identity of the Southern Gulf Islands, are an important part of the destination's product offering. Investment into marketing and operations of important products like Tour de Iles, which also solves a transportation issue, provides more opportunity for visitors to choose Southern Gulf Islands.

Action Steps:

1. Identify investment opportunities.
2. Work with event and product organizers to determine the right plan and investment amount.

3. Measure results of the investment based on attendance growth.

Potential Partnerships: Stakeholders

Resources: Tourism operators, Communities and visitor centres

Sources of Funding: Communities, Stakeholders

Timeframe: (when will the tactic begin and end or is it ongoing?): Shoulder Months

Major Category: Destination & Product Experience Management

Activity Title: Industry Development and Training

Tactics:

- Digital Readiness Workshops and Services

Implementation Plan:

Short Description:

Subsidize Digital Readiness services and provide Digital Readiness workshops to improve the online presence of stakeholders.

Quantifiable Objectives:

- Number of stakeholders supported through digital readiness services.
- Number of stakeholders supported through digital readiness workshops.

Rationale:

This tactic is in alignment with Provincial objectives to increased stakeholder digital readiness to improve online service to consumers (trip planning information, and online purchase opportunities, as well as appearing in search queries).

Action Steps:

4. Work with Tourism Vancouver Island to develop Digital Readiness services and workshops.
5. Communicate these opportunities to stakeholders and secure candidates.
6. Facilitate the delivery of services and workshops.
7. Evaluate success.

Potential Partnerships: Stakeholders, Tourism Vancouver Island

Resources: Tourism Vancouver Island

Sources of Funding: Stakeholders, MRDT

Timeframe: (when will the tactic begin and end or is it ongoing?): Spring

Major Category: Destination & Product Experience Management

Activity Title: Research, Evaluation and Analytics

Tactics:

- Cell Phone Tower Data Project with Prizm

Implementation Plan:

Short Description:

Southern Gulf Islands Tourism invested in a Visitor-intercept Survey with BC Ferries and the results have been helpful in shaping marketing strategy for this coming year. It is proposed that this years' research focus on Cell Phone Tower Data that provides FSA information, which can then be run through a program (PRIZM) that generates a visitor profile based on who has come to the Southern Gulf Islands during the period of the study. While 2019's Visitor Intercept provides for self-reported information on modes of travel, reasons for visitation and group sizes, 2020's Cell Phone Tower Data and PRIZM research investment will yield actual data on visitor (numbers) and their home community. PRIZM works to make inferences based on where people live: interests, media they consume, buying habits, demographics.

This market research will inform decision-making in the following way:

- How many people are visiting the Gulf Islands from another location in the world (per month - over a 12-month period) to better inform where and when capacity exists for further marketing.
- Where are these travellers coming from (geography): will inform what communities to reach through marketing efforts.
- What inferred interests, media and buying habits fit with these consumers, and the differences between seasons/months will inform how to define target market for digital and social ads (ie. based on interests; based on social platform that has the largest amount of a target market)
- What other communities on Vancouver Island these consumers are visiting will inform future partnership opportunities.

This research tactic is partnered with communities on Vancouver Island, thereby reducing cost.

Quantifiable Objectives:

- Completion of the study;
- Data;
- Key learnings derived from the data

Rational:

Research is essential to advising ongoing marketing strategy.

Action Steps:

1. Invest in the Vancouver Island Tourism Research Project
2. Analyze and apply results.

Potential Partnerships: Tourism Vancouver Island, Vancouver Island Communities Destination Management Organizations

Resources: Researcher, Tourism Vancouver Island

Sources of Funding: MRDT, Destination BC Co-Op

Timeframe: (when will the tactic begin and end or is it ongoing?): Year round

Performance Measures:

Effective Tourism Marketing, Programs and Projects

Output Measures (built on a brand concept. The brand concept is seen through all tactics, and each tactic, where possible, is continually refined to develop the most efficient content for maximizing referrals to SouthernGulfIslands.com and then Stakeholder Websites).

- Social Ads (Number and Results)
- Search Engine Ads (Number and Results)
- Programmatic Digital (Display) Ads (Number and Results)
- Print Advertising Content Partnership (Resulting Impressions)
- Website Improvements (Measured in #referrals, Pageviews, Sessions, Reduced Bounce Rate)
- Social Media Organic (Community Size/Growth, Engagement)
- Email Marketing (Number of qualified leads, Engagement – Open Rate, Click through Rate)
- Printed Collateral (Number distributed)

Outcome Measures:

- Visitor Volume
- Increased length of stay
- Average daily room rate
- Approximate return on investment
- Transportation Numbers (BC Ferries traffic)

Marketing efforts are coordinated and complementary to provincial marketing strategies and tactics

Output Measures:

- Image, video and written content development that is BC-Brand aligned, and can be contributed to the Content Commonwealth
- Number of articles/earned media that comes through Global Marketing (DBC) and the Travel Media team (TVI)
- Shoulder Season Product enhancement through festival and event investment

Outcome Measures

- Number of new tourism businesses
- Number of attendees at festivals and events

Effective local-level stakeholder support, and inter-community collaboration

Output Measures:

- Advertisements for the Southern Gulf Island brand
- Consortium website, that is BC-Brand aligned, and sees an increase in referral to stakeholder websites

Outcome Measures:

- Visitor Volume
- Dispersion across islands of Visitor Volume
- Dispersion across seasons of Visitor Volume