



2021 TACTICAL PLAN & BUDGET

Southern Gulf Islands Tourism Partnership

Submitted to Destination BC

18 December 2020

SGITPS 2021 MARKETING PLAN

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SGITPS 2021 MARKETING PLAN

Designated Recipient: Southern Gulf Islands Tourism Partnership Society (SGITPS)
Designated Accommodation Area: Southern Gulf Islands: ~ Galiano, Mayne, Pender, Salt Spring, Saturna
Date Submitted: December 15, 2020
MRDT Repeal Date: September 1, 2024
Five Year Period: 2019 - 2024

Section 1: Overview and Update to Five-year Strategic Business Plan

Strategic Direction (from Five-Year Business Plan)	Vision Statement An accessible, interconnected archipelago of living, working communities in the Salish Sea, where exceptional visitor experiences that reflect our natural and cultural uniqueness are in balance with sound destination management based on sustainability, seasonal diversity and equitable participation by all the islands. Mission Statement The Southern Gulf Islands Tourism Partnership (SGITP) works with the tourism industry, community stakeholders, local government, First Nations and residents to develop and promote year-round destination experiences that enhance the local economic base while contributing to the quality of life of the Southern Gulf Islands Region. Strategies (highlighted as not anticipated active in 2021 due to pandemic): 1. Strategic advertising and marketing campaigns that promote the SGI Region in its core target markets particularly during the shoulder and off-season. 2. Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season. 3. Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising. 4. Attract new visitors through strategic advertising and marketing plans in target markets by encouraging local operators to increase outreach to consumers through the travel media and trade. 5. Raise social media activity and conversations to expand off-peak visitation and outreach to Millennials. 6. Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market opportunities and to learn about advances in the application of technology and innovations in tourism. 7. Attend trade shows, in cooperation with Tourism Vancouver Island, and offer packages that will help develop a tour operator network. 8. Continue to work with BC Ferries and transportation service providers to enhance inter-island mobility and increase promotion of fly/drive/ferry packages featuring core activities. 9. Continue to program and build on a successful roster of festivals, focusing on live music, arts and craft, culinary and food, adventure tourism and cultural events.
Key Learnings and Conclusions	While the Five-Year Strategic Plan remains relevant, 2020 was the first year of SGITPS active operation under its first One-Year Tactical Plan and the coronavirus pandemic hindered much of the first-year tactical plan. The One-Year Tactical Plan was grounded in an approach where: 1. The role of managing tourism is as important as marketing tourism due to limits on the capacity of community infrastructure and the threat of travellers neglecting the “preserve and protect” environmental values of the communities they visit. 2. There is a need to build a strong identity based on the Southern Gulf Islands unique identifiers that attracts visitors who share the values of islanders. 3. Collaboration amongst islands is the key to the success of all islands, in addition to partnerships with BC Ferries, Destination BC, and Tourism Vancouver Island.

	Progress was made in 2020 respecting the organization’s foundational elements, despite the pandemic: 1. SGITPS embraced regenerative tourism to align with the preserve and protect mandate of the Islands Trust. 2. The SGITPS brand was refined to strengthen the region’s identity to reflect the local values respecting nature, the environment, arts and culture. The website will be updated at year-end to better reflect the renewed identity. 3. SGITPS engaged local Chambers of Commerce / Local Tourism Organizations to strengthen relationships at the community level. Some planned activities did not progress as anticipated in 2020 due to the pandemic: 1. Due to the pandemic, MRDT revenues were not substantially received until Fall 2020 and those received were lower than anticipated due to pandemic travel restrictions. 2. Online Advertising was postponed due to an outdated website and lack of agency to draw visitors to the Southern Gulf Islands during the pandemic. However, a creative agency was engaged to develop the look and direction to use across multiple mediums so SGITPS is prepared for online advertising once travel restrictions are removed. A “Winter Wellness / Work-Away from Home / SnowBird campaign” is ready once travel restrictions are lifted. 3. Print Advertising was purchased in the Gulf Islander in January to serve as an interim approach for a 2020 travel guide for the Southern Gulf Islands. 30,000 were printed and distributed as possible in the midst of the pandemic. 4. Work progressed on the functionality of the website, southerngulfislands.com: a creative agency has been engaged and a full DBC-aligned rebuild is underway at year-end to improve the look and function. 5. SGITPS took on the Social Media (Community Management) from ESGI in April and maintained messaging internally in accordance with DBC direction, mostly reflecting management of visitors in the context of the pandemic. CrowdRiff was purchased and used to access User Generated Content (UGC) 6. SGITPS purchased some Assets: 135 brand-aligned photos in key themes plus 25 photographs of brand-aligned textures to be used for future assets. Purchase of additional assets will proceed now that brand identity refinement is complete. 7. Travel Media was limited due to pandemic travel restrictions. A couple of Fall visits have been postponed to March 2021. SGITPS observed that the Southern Gulf Islands remained an active subject for journalists without travel media incentives. 8. SGITPS participated in TVI’s Travel Trade show in Parksville in February but travel was limited once the public health emergency was declared in March. 9. SGITPS did not proceed to create a Travel Guide / Printed Collateral in 2020. Advertising in the Gulf Islander served this purpose for the limited travel opportunities. 10. SGITPS established an Email Marketing platform using Constant Contact but newsletters were focussed to local industry to provide information and updates about the pandemic. SGITPS added a form to the consumer website southerngulfislands.com to begin collecting subscriptions but this has not yet been incentivized due to the need to DBC and SGI Brand align the website. 11. SGITPS did not have an opportunity to support Product and Experience Enhancement in 2020 as festivals and events were cancelled due to the pandemic. 12. SGITPS promoted Tourism Vancouver Island’s promotion of Digital Readiness Workshop and Services to local business through an industry email newsletter. 13. SGITPS undertook Research, Evaluation and Analytics relative to tourism and hospitality workforce matters but the planned TVI Cell Phone Tower Date Project with PRIZM did not proceed.
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Overall Goals and Objectives	The Goals and Objectives contained in the Five-Year Strategy remain relevant, namely: • Increase revenues overall by expanding travel into shoulder seasons and more broadly across all islands, increasing overnight stays by 10% by 2024. • Diversify seasonal travel by promoting the shoulder months so operators can stretch their season and offer more sustained employment, increasing off-season stays by 25% by 2024. • Diversity travel experiences to the Southern Gulf Islands by supporting local operators achieve export readiness and increase fly-drive European markets.
Strategies	SGITPS strategies remain consistent with the 2020 One-Year Tactical Plan, namely: 1. A consortium-based approach to tourism promotion for each community 2. A focus on shoulder-season visitation by value-matched consumers 3. Improve travel trade readiness by working with local operators and regional partners, i.e. Tourism Vancouver Island and Destination Victoria Key content themes for 2021 are: • “Renew. Reimagine. (Re)create.” health and wellness • “Tread Lightly” outdoor recreation • “Renew. Reimagine. (Re)create.” work-away-from home • “Renew. Reimagine. (Re)create.” arts and creativity
Target Markets	In anticipation of a continuing border closure for 2021, SGITPS will target residents of British Columbia (60%) and Alberta (40%). 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 April-June (40%), September-October (40%) and will disperse interest across the Southern Gulf Islands, with a particular focus on those that have capacity and developed product. SGITPS will focus on attracting travellers who tend to align with the following EQ Types: Authentic Experiencers (40%) Seeking the “local experience” with an openness to adapting themselves to the destinations’ pace and offering without being challenged by inconveniences. The Authentic Experiencer is at home in natural and cultural environments and is likely to embrace learning and personal development opportunities. 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 Plans

Marketing - Media Advertising and Production	
Online Advertising	
Tactics	Implementation Plan
Social Advertising	Develop a three-phase social advertising campaign to grow interest in a “Renew. Reimagine. (Re)create.” campaign concept. 1. Phase one will use this concept to tease interest in the renewed website reveal in early 2021, and a subscription to the email program to be the first to local travel news and receive special offers. 2. Phase two will continue to build brand awareness through the summer months with a focus on “regenerative travel” and “preserve and protect”, while driving interest in the SouthernGulfIslands.com website. 3. The third phase will focus on Fall/Winter travel in anticipation of a return to Phase 3 of BC’s Restart Plan. The expected outcome is to increase interested consumers (measured in email subscription and pageviews), ultimately for increased conversions to stakeholder websites.
Search Engine Marketing	1. SGITPS will focus on Search Engine Optimization (SEO) in order to better establish our online presence and delay PPC investment until we experience more certainty about travel possibilities. 2. Using a keyword search strategy, invest in the Google Search Network, as a test of its usefulness to SGITPS in the second part of 2021, to serve ads to users who are searching for relevant queries, using keywords and location. 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).
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 – accommodators, tour operators, Local Tourism Organizations Resources: Creative Agency, Destination BC (brand alignment) Sources of Funding: MRDT, DBC Co-op Advertising Timeframe: beginning January 2021 and ongoing	

Marketing - Media Advertising and Production	
Print Advertising	
Tactics	Implementation Plan
Travel Magazine Content Partnerships	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.
Lower Mainland / Content Partnerships	Invest in a lifestyle brand marketing content partnership with publications targeting Lower Mainland consumers that align with SGITPS target demographics and includes print and digital tactics. Inspirational content to focus as a “Tread Lightly” campaign (pivot to regenerative tourism)
Wellness Magazine Content Partnership	Invest in a marketing content partnership with a wellness magazine targeting Vancouver Island and 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 and lifestyle 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, environmentally – focused consumers who live on Vancouver Island and the Lower Mainland. Pair editorial and advertisement for the benefit of information provided to the consumer from a “trusted source” Action Steps: 1. Negotiate content partnership deliverables with Travel, Lifestyle, and Wellness magazines (Lower Mainland) to maximize funds invested 2. Align creative and editorial with newly refined brand guidelines that align with the SGITPS and BC-brand 3. Evaluate the success of the content partnership based on impressions Potential Partnerships: Stakeholders, Travel Publication, Lifestyle Publication, Wellness Publication Resources: Creative Agency, Destination BC (brand alignment), BC Magazine (4x /year), CAA Magazine (Fall ad close June, Winter ad close Sept), Georgia Straight (Cultural active adults – Vancouver), YAM Magazine (Victoria Lifestyle), Edible Vancouver Island, SunCruiser West Coast, Go Camping, TBD Magazine Sources of Funding: MRDT, DBC Co-op Advertising Timeframe: Materials booked by Summer 2021 for Fall / Winter advertising (note: covid-19 delay considered)	

Marketing - Website Hosting, Development & Maintenance	
Website	
Tactics	Implementation Plan
Interactive mapping	Improve information about mobility to, among, and within the Southern Gulf Islands by creating interactive geo-referenced live mapping highlighting various routes and trails, i.e. Gulf Island Grown, Art Tours, Cycle Tours, Water Routes, etc.
Links to local e-commerce	Improve the user experience on the website with a focus on connecting website visitors to local partner-owned and managed e-commerce sites. Partners include local operators, businesses, accommodation booking links, artisan shops, etc.
Content Refresh	SouthernGulfIslands.com needs regular maintenance to update links, content, and seasonality.
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: - Extend a Request for Proposals to contract an agency for mapping, website functional improvements and ongoing maintenance - Assign the work and monitor progress, with ongoing input of objectives, and quality checks - Invest in comprehensive website analytics and develop reporting Potential Partnerships: Stakeholders Resources: Creative Agency, Destination BC (brand alignment) Sources of Funding: MRDT, DBC Co-op Advertising Timeframe: ongoing	

Marketing – Social Media	
Community Management (Social Media)	
Tactics	Implementation Plan
Social Community Management (Organic)	Contract local community ambassadors on each island to serve as community managers for SGITPS social media channels by managing ongoing social media posting for community engagement and growth.
CrowdRiff	Continue to invest in CrowdRiff as a platform for sourcing user generated content to share on Southern Gulf Islands organic social channels.
Quantifiable Objectives: • Improvements to size of Social Media community • Increased engagement rates with organic content • Number of uses of the hashtag #SouthernGulfIslands • Number of uses of the hashtag #ExploreBC Rationale: Posting fresh and captivating content organically on social media channels is a cost-effective way of developing and amplifying brand ambassadors for the Southern Gulf Islands and spreading “social proof” that Southern Gulf Islands is a desirable vacation destination. Action Steps: 1. Contract a Social Media experts on each island to act as a daily manager of social channels 2. Establish governance structure and prepare overall Social Media plan, roles & responsibilities 3. Develop reporting tools and monitor for improvement (ongoing) Potential Partnerships: Stakeholders, Contractors (Island Ambassadors), Tourism Vancouver Island, DBC Resources: Contactors, Destination BC (brand alignment) Sources of Funding: MRDT, DBC Co-op Advertising Timeframe: beginning January 2021 and ongoing	

Marketing – Consumer Focussed Asset Development	
Asset Development	
Tactics	Implementation Plan
Images	Develop captivating images in alignment with the SGITPS Brand Guidelines (that has been developed in alignment with the DBC Brand) that communicate the unique identity and value proposition of the Southern Gulf Islands. These images will build upon themed images and brand-textures captured in 2020 on Galiano Island and Mayne Island, expanding to include Salt Spring Island, Pender Island, and Saturna. Themes to fulfill: Agritourism; Outdoor Rec; Wellness; Food & Beverage; Creative Pursuits/Artisans; Heritage/Culture; Indigenous; Shopping Districts/Pockets, Speciality Stores; Lodging; Transportation; Architecture; Seasonal Experiences. We will undertake the necessary model releases and third-party rights purchase so the b-roll can be contributed to the Content Commonwealth for BC-focused images produced at the provincial or regional level.
Video	For 2021, this tactic will be scaled down to focus on generating short initial clips for use on web, social, SEM and reserving a larger video project with BC Ferries for later 2021 or 2022, depending on MRDT revenues. <i>Develop captivating video in alignment with the SGITPS Brand Guidelines (that has been developed in alignment with the DBC 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, with the theme “Tread Lightly”. 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.</i>
Written Content	Develop captivating written content that communicates the unique identity and value proposition of the Southern Gulf Islands. Content to focus on regenerative tourism, preserve and protect, “Tread Lightly”, “(Re)creation”. This will largely be achieved through guest blogs written by community ambassadors and local stakeholders invited to share a thought leadership style article that advances SGITPS goals while also earning recognition for their personal business. This could also include a backlinking arrangement which improves SEO for both partners.
Quantifiable Objectives: - Number of SGITPS brand-aligned images added to the Southern Gulf Islands image database and provided to Tourism Vancouver Island and Destination BC for Global and Content marketing at the regional and provincial level. - Number of videos, minutes of b-roll. - Appeal of the resulting content as measured by video views, social shares and pageviews for written content. Rationale: All marketing activities will need to be supported by captivating content in the form of images, video and written content.	
Action Steps: - Develop a photo and a video brief and contract creative professionals to deliver finished product - Develop a “Tread Lightly” campaign for sharing video content - Using the keyword strategy (SEM tactic), develop written content that increases site relevancy and search-ability - Develop a campaign for sharing written content.	
Potential Partnerships: Stakeholders, Photographers, Videographer, Tourism Vancouver Island, Destination BC	
Resources: Contractors, Destination BC (brand alignment)	
Sources of Funding: MRDT, DBC Co-op Advertising	
Timeframe: Winter to Early Spring and Fall for image captures to support shoulder season focus	

Marketing – Collateral production and distribution	
Travel Guides – Printed Collateral	
Tactics	Implementation Plan
Southern Gulf Island Travel Guide	To create and distribute a brand-aligned Travel Guide to the Southern Gulf Islands that serves as the ‘quilt’ that knits the islands (and their brochures) together. The Guide will be created by theme and island with overarching messages focusing on regenerative tourism, nature and creativity.
Island-Specific Brochure / Maps	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: Local Tourism Organizations Resources: Creative Agency, participating communities Sources of Funding: Stakeholders, MRDT, DBC Co-op Advertising Timeframe: Island brochures – early 2021; SGI Travel Guide – Summer 2021 (for Fall / Winter)	

Marketing - Other	
Email Marketing	
Tactics	Implementation Plan
Email Newsletters	Invest in an email marketing program by incentivizing interested consumers to subscribe to email (ie. contesting). Develop regular email correspondence that provides inspiring content, and special offers to encourage conversion/bookings (including helping to push shoulder season visitation). The expected outcome is to develop an audience of qualified leads for ongoing marketing and research.
Quantifiable Objectives: • Number of qualified leads managed and communicated with through an email program • Relevancy of Content (click through rate, open rate) Rationale: Email marketing is a cost-effective strategy for moving qualified leads closer to purchase. Action Steps: 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, DBC Co-op Advertising Timeframe: beginning January 2021 and ongoing	

Destination & Product Experience Management	
Product & Experience Enhancement	
Tactics	Implementation Plan
Festival and Event Support	<i>On Hold for 2021 ... 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.</i>
Mobile Travel App	Using mobile technology as a Southern Gulf Islands travel guide will enhance the user experience and support the environmental imperative expressed in the Southern Gulf Island brand through a reduction in print materials. An SGITPS App can provide live information, virtual (contactless) use, and support those island businesses who are quickly moving to digital platforms.
Quantifiable Objectives: • Number of festivals and events support • Number of attendees at each festival and event • Conversions from App to local business websites and SGITPS social media channels Rationale: Festivals and events, that focus on the cultural identity of the Southern Gulf Islands, are an important part of the destination's product offering. Investment into marketing and operations of important products like Tour de Iles, which also solves a transportation issue, provides more opportunity for visitors to choose Southern Gulf Islands. Action Steps: 1. 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, and usage growth for App. Potential Partnerships: Stakeholders, Local Tourism Organizations Resources: Inter-island Mobility Coordinator, Tourism operators, Local Tourism Organizations / Visitor Centres Sources of Funding: Communities, MRDT, DBC Co-op Advertising Timeframe: Fall 2021	

Destination & Product Experience Management	
Industry Development & Training	
Tactics	Implementation Plan
Digital Readiness Workshops and Services	Provide Digital Readiness services through local Island Ambassadors (see Social Community Management tactic) and promote participation in DBC and TVI Digital Readiness workshops to improve the online presence of local stakeholders.
Quantifiable Objectives: - Number of stakeholders with a digital presence. 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). It became an imperative as the virtual economy exploded in response to the pandemic. Action Steps: - Promote Tourism Vancouver Island's Digital Readiness services and DBC's Learning Centre workshops to stakeholders. - Evaluate success. Potential Partnerships: Stakeholders, Tourism Vancouver Island, DBC Learning Centre Resources: Tourism Vancouver Island, Local Island Ambassadors (see Social Community Managers) Sources of Funding: Stakeholders, MRDT Timeframe: beginning January 2021 and ongoing	

Destination & Product Experience Management	
Research, Evaluation and Analytics	
Tactics	Implementation Plan
Southern Gulf Islands Market Data	Local tourism and hospitality businesses require local market information to support their business and manage the local travel economy. Market information will also support SGITPS's tactical plans. There is hesitancy to share information locally and broader market studies of the Greater Victoria area and Vancouver Island rarely provide accurate insight about the activity on the islands. This research will inform decision-making in the following ways: • Information about occupancy rates and average daily rates (ADR) will help SGITPS project revenues and will provide a baseline for performance metrics over time. • Information about will be gathered by SGITPS, summarized and shared back to all participating members so they can refine business plans and be better equipped to participate in the local economy. Over time, information collected and shared can expand to support the role of SGITPS. SGITPS will have data to help build the region and share with DBC to gain better understanding of the nature of this unique travel destination. This research tactic is partnered with members of Southern Gulf Islands Tourism Partnership. Data from BC Ferries can be included in reports to monitor traffic to the islands over time.
Quantifiable Objectives: • Completion of the study • Data • Key learnings derived from the data Rationale: Research is essential to advising ongoing marketing strategy. Action Steps: 1. Prepare and distribute a data collection form to accommodation members. 2. Collect, analyze, and apply results, providing reports to participating members. Potential Partnerships: Tourism Vancouver Island, BC Ferries Resources: Researcher, Tourism Vancouver Island, BC Ferries Sources of Funding: MRDT, DBC Co-op Advertising Timeframe: ongoing	

Section 3: Performance Measures

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