

‘GATEWAY TO THE GRENADINES’

STRATEGIC MARKETING AND DESTINATION DEVELOPMENT PLAN FOR TOURISM

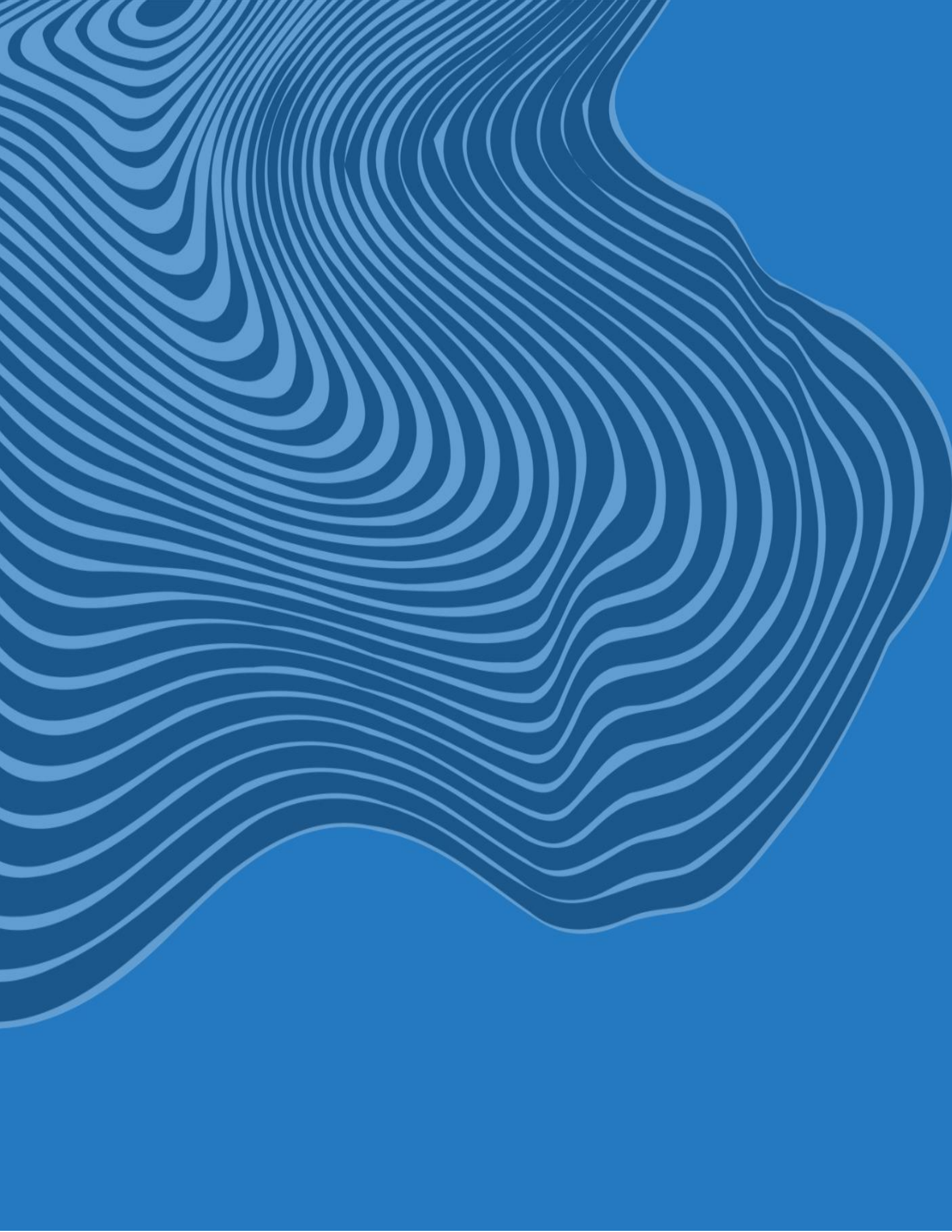
CARRIACOU & PETITE MARTINIQUE

GTA

COMMISSIONED BY GRENADA TOURISM AUTHORITY
St GEORGE’S, GRENADA, W.I.

TALONS ||

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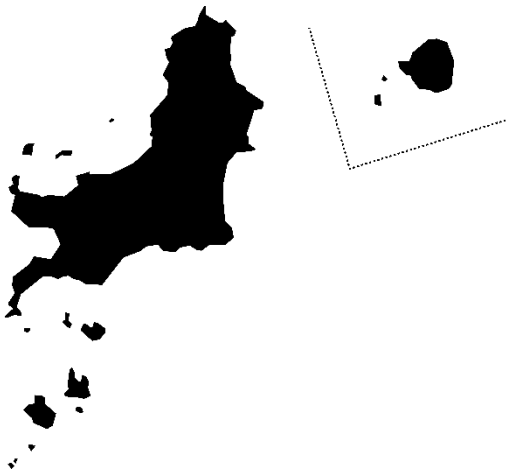
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'GATEWAY TO THE GRENADINES'

STRATEGIC MARKETING AND DESTINATION DEVELOPMENT PLAN FOR TOURISM

CARRIACOU & PETITE MARTINIQUE



EXECUTIVE SUMMARY: PHASE I

Gateway to The Grenadines is a concept this Plan seeks to resuscitate through a series of programs and projects that converge to meet Grenada Tourism Authority (GTA) objectives and national sustainable tourism development goals.

The Plan details approaches, benefits, features and opportunities in two phases:

PHASE I: FEBRUARY 1, 2024 – APRIL 31, 2024¹

Preparation and delivery of the Strategic Marketing and Destination Development plan, accompanied by recommendations to the Grenada Tourism Authority (Client).

PHASE II: MAY 1 – JANUARY 31, 2024²

Implementation by the Consultant of prioritized recommendations as determined by the Grenada Tourism Authority Board of Directors

OVERVIEW: GATEWAY TO THE GRENADINES CAMPAIGN

BRANDING CONCEPT/MESSAGING

Carriacou and Petite Martinique form a conceptual gateway through which tourists, travelers, merchants, extended families and seafarers travel on a daily basis.

¹ Phase I has been completed 30 days in advance to allow two weeks (14 days) for GTA to review the draft plan and provide responses or modification requests. It is the intention of the Consultant to incorporate modification requests prior to May 1, 2024 and proceed with approved programs, projects and activities as scheduled (or projected, if third parties must be accommodated).

² Every effort shall be made to gather stakeholder advocacy, provide support to stakeholders and execute the plan until the expiration of the Consultant's contract. Thereafter, it is envisioned GTA will have been provided with a running start to the Plan and handover by the Consultant to GTA is completed within days of the end of contract.

This campaign creates a visual and invites everyone—including residents of the Sister Isles—to see the strategic location of the virtual archway as a worthwhile and interesting opportunity to explore, experience and enjoy the culture-within-a-culture that exists on Carriacou and Petite Martinique.

CAMPAIGN LAUNCHES

SOFT LAUNCH (MAY 2024 – JANUARY 2025)

There are many activities, programs and projects embedded in the campaign and all require community and stakeholder action. A soft launch of the campaign in the Sister Isles will ready the islands for the full launch by securing advocacy of government and the Grenada Tourism Authority. This is also an ideal time to appeal to the tourism sector to secure GTA membership (which ensures representation and promotional benefits), encouraged by visible improvements and constructive dialogue. The Consultant recommends SMS text messaging, banners, billboards, public service announcements and a limited time reduction in registration rates to drive response.

MARKETING & FULL LAUNCH (FEBRUARY 2025 UNTIL)

The marketing and full launch investment of time and expense should be justified by the return on investment (ROI) results reporting of the Soft Launch. Quantified analysis, even at a rudimentary level, should provide enough information and observations to justify any further investments.

SUSTAINABLE DEVELOPMENT COMPONENTS

COMMUNITY ENGAGEMENT

The Strategic Marketing and Destination Development Plan for Carriacou & Petite Martinique meets the following responsibilities in Phase I. Components of the campaign elements refer back to these requirements as part of their summaries and details.

(1) Objectives of GTA for Carriacou & Petite Martinique as outlined by the Grenada Tourism Authority (GTA)³:

- Stakeholder engagement activities
- New opportunities for product development and marketing
- Niche marketing opportunities
- New festivals
- Gateway to the Grenadines promotion
- Environmental awareness and sustainability

(2) Global & Regional Alignment

“Increasing Competitiveness of Economic Sectors. Competitiveness remains an urgent priority for (CARICOM) and emphasis will continue to be directed towards tourism and the wider services sector, energy and agriculture and the promotion of economic diversification. The Secretariat will support Member States to explore opportunities to harness non-traditional development opportunities such as the digital economy, blue and green economy initiatives, the creative sector as

³ While the plan also responds to the published *Grenada Tourism Authority Strategic Plan 2023-2026*, the document has not been released for public consumption and is therefore not included in the Appendix of this Plan.

well as other technological and innovative practices towards economic dynamism in Member States.”⁴

In tandem, the Caribbean Sustainable Tourism Policy and Development Framework 2020⁵ details seven (7) policy and development framework areas. The PROJECT TO DEVELOP THE NATIONAL STRATEGIC PLAN FOR SUSTAINABLE TOURISM DEVELOPMENT FOR CARRIACOU & PETITE MARTINIQUE will capture *Area 3: A Framework for Destination Marketing, Public Relations and Product Development*.

The framework calls for the implementation of United Nations Sustainable Development Goals (UNSDGs or SDGs) 4, 5, 8, 9, 10 and 17 with Grenada excepting SDG-9 (Innovation, Industry and Infrastructure) and SDG-10 (Reduced Inequalities). In their stead, Grenada has opted to focus on SDG-13, SDG-14 and SDG-15 as its primary objectives of sustainable tourism development, although they remain significant sustainable development goals of Government. Figure I serves to clarify the point.

COMPARISON OF SUSTAINABLE DEVELOPMENT TOURISM GOALS ACROSS GLOBAL, REGIONAL AND NATIONAL AGENDAS

UNWTO Sustainable Tourism Development in the 2030 Agenda	CTO Sustainable Tourism Development Goals	Grenada Sustainable Tourism Development Goals
SDG-4 Quality Education	SDG-4 Quality Education	SDG-4 Quality Education
SDG-5 Gender Equality	SDG-5 Gender Equality	SDG-5 Gender Equality
SDG-8 Decent Work and Economic Growth	SDG-8 Decent Work and Economic Growth	SDG-8 Decent Work and Economic Growth
SDG-9 Industry, Innovation and Infrastructure	SDG-9 Industry, Innovation and Infrastructure	
SDG-10 Reduced Inequalities	SDG-10 Reduced Inequalities	
SDG-Climate Action		SDG-13 Climate Action
SDG-14 Life Below Water		SDG-14 Life Below Water
SDG-15 Life on Land		SDG-15 Life on Land
SDG-17 Partnerships for the Goals	SDG-17 Partnerships for the Goals	SDG-17 Partnerships for the Goals

(3) Terms of Reference for the Consultant

PURPOSE

The purpose of this plan is to reinforce marketing efforts and maximize the distinctive appeal of Carriacou and Petite Martinique. The envisaged outcome is the creation of a comprehensive plan, geared towards enhancing the competitiveness of Carriacou and Petite Martinique by leveraging the inherent

⁴ CARICOM Secretariat Plan 2022-2030, CARICOM.

⁵ Caribbean Sustainable Tourism Policy and Development Framework 2020: Supporting a Climate Smart and Sustainable Caribbean Tourism Industry © 2020 Caribbean Tourism Organization

strengths and assets. The ultimate objectives encompass increasing visitor arrivals, boosting expenditure, and expanding the visibility for Carriacou and Petite Martinique in their source markets, contributing to a more compelling and competitive tourism offering.

CONSULTANT SERVICES

- Prepare a comprehensive Strategic Marketing and Destination Developmental plan: The plan will include but will not be limited to methodology, media, and schedules for implementation and resource requirements.
- Provide recommendations to the Client in connection with the Purpose: Clearly define the goals for the Strategic Marketing & Destination Developmental Plan and provide recommendations for incorporation into the Client's strategic plan and the Ministry's National Sustainable Tourism Development Plan, as well as provide specific recommendations for the tourism sub sectors.
- Provide recommendations for Product Development: build and implement projects for product development that align with the marketing plan.
- Provide supporting materials: Sample itineraries with options for each of the identified market segments. Options should include various themes and varying durations suitable for the source markets demographic mix.
- Provide a plan and activities to attract travelers' philanthropy and investment in the industry.
- Provide a plan and activities for stakeholder participation: a plan which focuses heavily on "value added"/product diversification and enhancement of Quality and Service on the Island.

The Plan has been thoughtfully prepared with several important expectations:

1. GTA retains oversight of the campaign and elements of the program.
2. Key stakeholders and owners of the projects are members of the communities of Carriacou and Petite Martinique who offer strategic alliances along with expertise.
3. The assistance and oversight of the Consultant remains available throughout implementation and facilitation for the duration of the contract although some activities, projects and programs will outlive the 12-month period.
4. The Underwater Sculpture Park installation is without delay and allows rudimentary activities to be initiated before the end of the Consultant's contract.
5. Inter-island ferry service is launched as a dependency for certain activities and projects in the plan.⁶

⁶ <https://tt.loopnews.com/content/new-inter-regional-ferry-service-launched>

GATEWAY TO THE GRENADINES

CAMPAIGN ELEMENTS

The vision of “Gateway to The Grenadines” is meant to conjure the image of a preferred point of access or entry to a place...whether arriving or departing the waters of Carriacou or Petite Martinique.

Co-branding for the program with the GTA brand is desirable. This will reinforce the leadership role of GTA and the Ministry of Tourism, the uniqueness of Carriacou and Petite Martinique, and the special opportunity the destination represents.

The assistance of the Consultant remains available throughout implementation and facilitation.

OVERARCHING GOALS

1. Encourage greater participation in the tourism sectors on Carriacou and Petite Martinique through a series of attractive and exciting programs, projects, existing events support initiatives and extended administrative functions such as data tracking.
2. Attract tourism stakeholder participation on Carriacou and Petite Martinique through visible improvements—all with a view to registration with GTA as a starting point.
3. Gain the confidence of the tourism sector through increased visibility of Carriacou and Petite Martinique through standards such as an annual brochure dedicated to the Sister Isles and a campaign theme that runs throughout the programs housed under the Plan.
4. Create new avenues for dialogue such as a Tribunal (see Sister Isles Optimist Sailing Program), a Diaspora Round Table for the Grenadian Diaspora (see Saints in the Sun Festival) and proof of concept activities (see Carriacou Artifacts Repatriation Program).
5. Increase public awareness through strategic and increased use of media, quarterly reports of data, visibility, technology, social media, engagement of youth, and niche market involvement (see Existing Events Support and Standard Elements).
6. Pass the baton to youth who will ultimately inherit culture, events and tourism values by mentoring them from the start of each activity (see Succession Planning Workshop as part of Existing Events Support and Standard Elements). While this is not a tourism product per se, the Consultant strongly recommends this effort is supported to reinforce the necessity of vision for the programs and projects suggested herein.

NEXT STEP: PHASE II

Phase II of The Plan is to be determined by the GTA based on which Attractions will be supported by the entity. The Consultant will be advised of prioritized Attractions as determined by the Grenada Tourism Authority and proceed to initiate execution.

The Consultant requests the following rudimentary provisions:

- A letter of introduction from the Grenada Tourism Authority for the Consultant for the consultant to present to potential partners, sponsors and identified strategic organizations has been provided.⁷

⁷ The Letter of Introduction was provided on March 27, 2024 and will be used to open dialogue with stakeholders and third parties as intended.

- A letter of introduction from the Ministry of Carriacou & Petite Martinique Affairs and Local Government for the consultant to present to potential partners, sponsors and identified strategic organizations.
- Disclosure/advice regarding any available GTA-sponsored air travel for key roles, specifically a Project Manager (for Saints in the Sun) and Curator (for Carriacou Artifacts Repatriation).
- A traveler tracking system/source for data on arrivals (Carriacou and Petite Martinique where possible).
- Tribunal support for Optimist sailing on Carriacou and Petite Martinique as described in the proposed plan to restart the sailing club. Ideally, the tribunal would consist of three line ministries (collectively representing the Sister Isles, education, youth and tourism) with GTA as trustee and the program as the beneficiary.
- Approval to work with the GTA webmaster to create a subscriber list dedicated to Carriacou and Petite Martinique.

OVERVIEW OF APPENDICES

APPENDIX I: THE PLAN MATRIX

The Plan Matrix is a cross-reference table for easy reference of visions for each of the programs and projects (referred to collectively as Attractions in The Plan) under the overarching “Gateway to The Grenadines” campaign concept.

Columns list Attraction summaries while rows list values for each Attraction, such as GTA Objectives, Sustainable Tourism Development Goals and more. Below is a shortlist of Attractions listed on The Plan Matrix.

ABBREVIATED VERSION OF ATTRACTIONS & EVENT ENHANCEMENTS IN THE PLAN MATRIX

Attraction	Start Date	Carriacou	Petite Martinique	General Description
Sister Isles Optimist Sailing		√	√	Resuscitated program for youth <u>with a view to participation in Regattas and regional competitions/activities</u> . Conjoin the program with the one in Grenada to share resources and attract corporate sponsorship. Urgency is to engage with youth before they age out at 15 years to participate.
Carriacou Artifacts Repatriation Program		√	√	A global initiative to repatriate artifacts from Carriacou to the island from the US, UK and Canada.
Saints in the Sun Festival of the Arts		√		A new product as an All Saints Night spinoff to showcase culture, ideally during week of All Saints with a family reunion concept, to include All Saints Night, and samples of Parang, String Music, Big Drum, Kwadril, Shango, Cantiques, Sankey Hymns.
The Piton Packages			√	

Underwater Sculpture Park (GTA)		√	√	New product to install an underwater sculpture between Carriacou and Petite Martinique which also supports A Day on the Beach Excursions along with values that contribute to the location as a top tier dive destination.
Succession Planning Workshop for Organizations	TBD	√	√	Strategy planning workshop for stakeholders to understand the technical aspects of succession planning.
ESTABLISHED EVENT ENHANCEMENTS				
Carriacou Regatta	Not yet scheduled at this writing.	√		Established event enhancement: model boat racing, observation point ground transportation points for RDI. Chase boats available to the public. Drone coverage simulcast to the Jupa, on GBN and Facebook Live on GTA. Make live feeds available to privately owned channels.
Petite Martinique Whitsuntide Regatta	May 17, 2024		√	Established event enhancement: model boat racing, observation point ground transportation points for RDI. Chase boats available to the public. Drone coverage simulcast to the Jupa, on GBN and Facebook Live on GTA. Make live feeds available to privately owned channels.
Maroon Festival	April 26, 2024	√		Document celebrations to create companion content for the Carriacou Artifacts Repatriation Program.
Big Drum	April 26, 2023	√		Document celebrations to create companion content for the Carriacou Artifacts Repatriation Program.

Parang	December 13, 2024	√	√	Document celebrations to create companion content for the Carriacou Artifacts Repatriation Program.
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As the reader explores each of the Attractions, the values and details of the strategy is provided to fully unpack roles, responsibilities, stakeholders, critical path items and activities.

APPENDIX II: OPTIMIST INTERNATIONAL - BEST PRACTICES TO STARTING A NEW CLUB

Due to (a) the complexity of this program, (b) the cross-reference of stakeholders, and (c) for the edification of readers who may be unfamiliar with Optimist sailing as a a competitive sport, this overview will help clarify the way sailing clubs are organized.

APPENDIX III: ONLINE PRESENTATION SLIDE DECK: “GATEWAY TO THE GRENADINES: STRATEGIC MARKETING AND DESTINATION DEVELOPMENT PLAN FOR TOURISM—CARRIACOU & PETITE MARTINIQUE”

This Appendix provides the slide deck of the Plan as presented to Carriacou and Petite Martinique Tourism Stakeholders on March 1, 2024.

STANDARD ELEMENTS OF ALL ATTRACTION STRATEGIES

The following standard elements should be included in all activities to measure progress and proximity to success.

QUANTITATIVE

Digital Data Tracking

This effort relies on QR codes and data mining (every 30 days) on the GTA website and other channels as appropriate and available. An extension of this effort is to design data collection for traffic through the ports of arrival and departure on Carriacou and Petite Martinique.

Data tracking and analysis services are available through Consultant Glendon Languaine whose expertise has been applied across telecommunications, broadcast media and other sectors of the Grenada business community, both public and private.

REMUNERATION

Data tracking and analysis service rates are available upon request and have been priced to a

monthly rate to defray expenses. Contract duration and terms should be defined by GTA to ensure clarity and expectations.

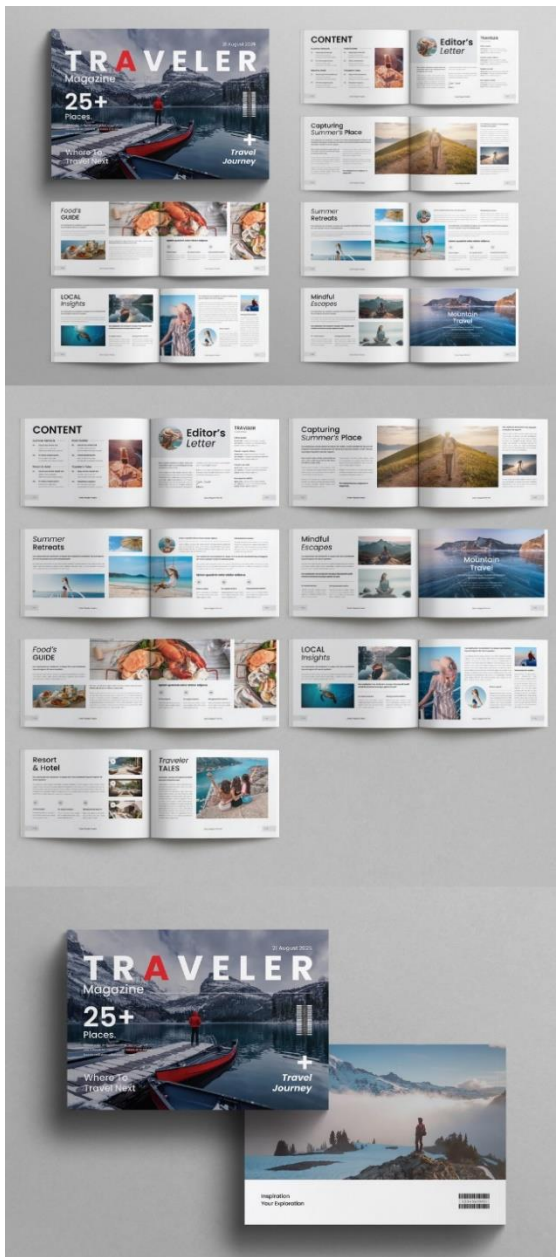
Social Media Engagement

Social Media Expert Tornia Charles has made her services available to assume social media responsibility given the limited bandwidth of GTA staff, particularly during tourist season and annual events that also demand GTA coverage. Strategies Ms. Charles would ideally incorporate the following assets and messaging as made available:

- Short form posts on social media with provided images
- Promotion of the anticipated new Underwater Sculpture Park
- Regional targeted posts
- Public education modules as provided in a drip campaign
- Economic aspects of tourism development
- Social media post iterations on GTA channels

REMUNERATION

Freelance service rates are available upon request and have been priced to a monthly rate to defray expenses. Contract duration and terms should be defined by GTA to ensure clarity and expectations.



Public Engagement through informational meetings, solicitation of public input, workshop participation and youth mentoring.

QUALITATIVE

Annual Dedicated Brochures as booklets to profile events and organizations in the Sister Isles tourism sector. Features should include brief letters of welcome from the Ministry of Carriacou & Petite Martinique Affairs and Local Government, and Grenada Tourism Authority.

Public Relations through media monitoring and value assignments to determine whether coverage/reactions are positive, neutral or negative.

Public Engagement through established event enhancements, opinion leader input and advocacy.

Broadcast Channels *as available*

- National media outlets, public and private
- Regional commercial media outlets
- Regional tourism associations
- Social media

- Public service announcements
- News releases
- Roadshow PA system broadcasts
- Simulcasts for live events (using drone coverage and staging collateral events whenever possible)

Note: Cultural events such as Saints in the Sun Festival should be recorded and uploaded to an archives (see Carriacou Artifacts Repatriation Program which begins with an online exhibit).

STANDARD OBSERVATIONS AND TASKS

Postmortem Reviews immediately following events and activities to revise and improve programs and projects.

Stakeholder Surveys using digital platforms and feedback collected in follow-up interviews, round table discussions, etc.

ROI (Return on Investment) Valuations using a basic formula and any details to be gleaned from existing regular reporting.

CONCERNS & CHALLENGES

There are a number of underpinning concerns and challenges this Plan recognizes and attempts to incorporate as mitigation strategies:

- Low participation of tourism operators who are registered with Grenada Tourism Authority (GTA). This becomes important under the prequalifying Active status in order for tourism operators to be engaged, represented and recognized by GTA. At this writing, participation on record is as follows:

Stakeholder Category	Number of Operators on Carriacou	Number of Operators on Petite Martinique
Hotels	24	4
Historic/Wildlife	2	0
Groups/Event Committees	14	1
Restaurants	21	3
Dive	7	0
Tours	11	5
Water Taxi - Affiliated ⁸	13	0
Car Rental	7	0
Travel/Cargo	6	0
Tours	4	0
Media	4	0
Shopping	9	0
Other	1	0

⁸ Unaffiliated Water Taxis on Carriacou total 15. None are listed for Petite Martinique.

- Advocacy and visibility of specific tourism product elements that are unique in Carriacou and Petite Martinique, and not part of the mainstream of tourism on Grenada.
- Data collection and measurement of public relations values to guide product development investments in the public and private sectors.
- Place branding assets that are brought to the surface of Grenada tourism marketing and widely distributed.
- Reluctance of financing/sponsorship resources due to the aggregate impact of the concerns and challenges listed above.

SISTER ISLES OPTIMIST SAILING PROGRAM

GTA OBJECTIVES

- Stakeholder engagement activities
- New opportunity for product development and marketing
- Niche marketing opportunity
- New festival
- Element of Gateway to the Grenadines program
- Environmental awareness and sustainability

OVERVIEW



The Sister Isles Optimist Sailing Program is a hybrid of (1) restart of the inactive Optimist sailing program in Carriacou, (2) an active program in Petite Martinique, (3) the Grenada Sailing Association (GSA) program headquartered at the Grenada Yacht Club, and (4) new product features designed to attract the participation of youth with a particular effort to engage girls and women.

The initiative is to revisit and revive optimist sailing in cooperation with business/commercial partners and successful elements that have been developed at a national level. The program also seeks to reconnect with other Grenadines islands with whom Carriacou and Petite Martinique have always cooperated to drive youth participation in sailing.

Above: Sailing is a family affair in Carriacou and Petite Martinique. Optimist sailing is the genesis of a skill that has multiple, overlapping values that are more than competitive sport: they are, by extension, an integral part of life in the Blue Economy.

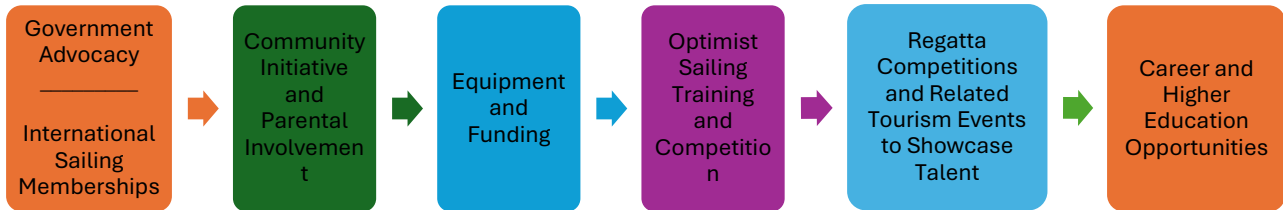
URGENCY

Optimist racing offers an end-to-end solution for children who age out of the Optimist class of racing at the age of 15. Thereafter, it is highly unlikely a child will not find the low hanging fruit of sailing skills development. The program, with immediate effect, seeks to get ahead of the economic difficulty that awaits young people without options if they have no employable skills.

The Optimist, also known as the 'opti', 'oppie' or 'bathtub', is a small, single-handed sailing dinghy intended for use by children up to the age of 15. Contemporary boats are usually made of fibreglass, although wooden boats are still built.

BENEFITS OF THE SAILING EXPERIENCE FOR YOUTH

1. Discipline and skills development.
2. Vocational skills development, including environmental education and water safety.
3. Career possibilities beyond fishing include articulation agreements for higher education academic scholarships that allow a young person to pursue other career options from medicine to agriculture.



Sister Isles Optimists is a corporate citizenship program opportunity. It provides an end-to-end opportunity for children in Carriacou who, when they turn 15, age out of the opportunity to participate in Optimist competitive sailing.

This program offers experiential learning in what is the culture, heritage and tradition of Carriacou and Petite Martinique. Many careers and professions in the blue economy started in Optimist boats.

"Young people between the ages of 15 and 25 experience the highest unemployment rates in Grenada and the Caribbean in general. A CDB study released in 2015 identifies an acute unemployment problem for youth (18–24), who make up a quarter of the region’s population.⁴⁹ It shows a rate of 25 per cent among youth compared to 8 per cent among adults, with unemployment among young females (30 per cent) considerably higher than young males (20 per cent)."

Source: *UNICEF Situation Analysis of Children in Grenada*, published by Government of Grenada

There have been countless projects throughout Grenada that served as stewards for the health and hospitality of the Caribbean Sea. This project is different because its mission is hinged on the economic outlook for the children of Carriacou and Petite Martinique at the critical age of 15.

The ten-year gap between 15 and 25 is ideal for a young person with sailing skills to continue his/her journey toward what can be a lucrative career—a career due all (or in part) to the experience of learning to sail.

We want to provide training that develops the skills of future mariners. The program is to be initiated in four phases as outlined below.

PHASE I: ADVOCACY

Government of Grenada (in congruence with Ministry of Carriacou and Petite Martinique Affairs & Local Government) recognition in the role and importance of sailing as the only contributor to the lifeblood of regattas (which are a significant part of tourism to the entire region of Grenada), an employable life skill, a valuable contributing solution to juvenile delinquency, a competitive sport with a significant return on investment, and a source of sustainable development.

PHASE 2: CAPTURE

Design the program within standard regulations with a view to competitions of record, fund training, partner with the business sector, source equipment, promote the opportunity to parents and children, enroll competitors.

PHASE 3: DELIVER

Implement the Optimist sailing program standards: have trainers certified, children who are able to pass the swimming test, CPR certification, track participation, report on participation, forecast emerging needs and requirements to continue participation, upgrade the program on an annual basis.

PHASE 4: MAINTAIN

Self-sustain, grow, and win!

PRIMARY STAKEHOLDERS

1. Ministry of Carriacou and Petite Martinique & Local Government
2. Grenada Olympics Committee
3. Regatta Committees of Petite Martinique and Carriacou
4. Tourism operators in the Sister Isles
5. Grenada Tourism Authority

INTEGRATION: GRENADA TOURISM AUTHORITY STRATEGIC PLAN 2023-2026

VISION

The program will revive and reduce attrition rates of youth participation in competitive sailing as part of the journey toward preserving the oldest regatta in the Caribbean and other regattas that have emerged in recent history. Regatta attendance and participation is an opportunity to gather and contribute to data tracking. In so doing, there is hope to justify future budget line set-asides to support the Sister Isles as a noteworthy contributor to the bottom line of the tourist spend.

MISSION

The regattas create and deliver memorable community (Staycation) and export of tourism experiences that will maximize the human, cultural and intangible cultural heritage resources to transform The Sister Isles.

VALUES REINFORCED

- Discipline and coordination
- Trust and integrity
- Dedication to elements of culture from tourism and economic perspectives
- Positive attitudes toward culture
- Professionalism and career development
- Commitment to excellence

FEATURES & BENEFITS

FEATURES

- Annual training/continuing education programs embedding CPR certification, swimming, water safety and marine protection learning modules for sailors and participating adults.
- Stipend to compensate Trainer/s to train and manage assets of the Program.
- Day Camp to give potential sailors and parents a basic introduction to sailing, competition, requirements to participate in the Program and gather resources.
- Vessel ownership by sponsors who have the option to brand the sails and visually promote their businesses throughout the year.
- Sponsor support to introduce sailors and present credentials as described above (CPR certification and evidence of continuing education program participation).
- Mentoring opportunities through participation in Carriacou Regatta and typical preparation activities of competitors.
- Participation in local regattas, including Windward Regatta, Carriacou Regatta, Petite Martinique Whitsuntide Regatta and Northern Development Action Committee Sailing Challenge Cup.
- Participation in regional regattas, particularly those in St. Vincent territory.
- Articulation Agreement Goals with Higher Education to identify a pathway for collegiate scholarships and grants at universities where there are sailing programs.

BENEFITS

- Engage youth with a view to rebuilding a pathway to adult participation in both Carriacou Regatta and Whitsuntide Regatta.
- Attract funding to cultivate and encourage a renewed interest in the Carriacou boating culture and heritage.
- Direct response to a community concern for the future of sailing in the Sister Isles to stave off high attrition rates of young people involved in sailing.
- Contribute to youth development, discipline and self empowerment.
- Inspire, introduce and initiate careers in the marine industry and actively support marine protection measures through advocacy.

The sailing industry has a diverse range of career paths from tourism products and hospitality, to mechanical, to sales. It is important to note that career development through higher education does not preclude a sailor from pursuing careers outside of sailing.

AVERAGE INCOME OF PROFESSIONS IN THE INDUSTRY

The following table outlines the average income of professions in US dollars. *An addendum is forthcoming with the values in EC\$ currency.*

PROFESSION	AVERAGE ANNUAL SALARY (US\$) ⁹	DUTIES & SKILLS
Tour guide	\$30,134	A tour guide presents interesting information to tour guests. When working as a tour guide on a boat tour, a guide presents information about different landmarks as the ship sails past them. A tour guide may also take questions from guests and include interactive elements during their tours in order to increase the entertainment for guests.
Steward	\$30,653	A steward is a service professional who provides for the needs of riders on a transportation or luxury vessel. A steward on a sailing ship ensures that passengers enjoy the experience by providing them with food, drinks, and other amenities. A steward may provide services according to a menu of options provided to passengers or may provide customized service for individuals paying for premium treatment while on the ship.
Deckhand	\$31,865	A deckhand is a boating professional who uses and maintains the equipment on the ship. They may assist in both docking and leaving a dock, as well as loading and unloading cargo and luggage. A deckhand may also provide general cleaning, maintenance, and upkeep for the surfaces and machinery on the boat. For overnight trips, deckhands may share the responsibility for keeping watch to maintain safety for passengers throughout the night.
Server	\$38,561	A server is a food professional who takes orders and brings completed meals to customers. A sailing ship that offers food service may employ servers to allow passengers to dine in designated dining areas as well as potentially in their rooms or other private spaces. A server on a ship may work in a role similar to working in a restaurant, serving passengers seated at tables, or they may work at serving stations in a buffet setting.
Boatswain's Mate	\$40,108	A boatswain's mate, also known as a bosun's mate, is an assistant to the bosun on a ship. They help with the maintenance and operation of the ship's sails, rigging, and other sailing instruments. They may perform inspections on tools and materials related to the ship's sails to ensure they are functioning as intended for safe use. They may also participate in adjustments to rigging and sails while the ship is on the water in order to provide propulsion and control to the professional at the helm.
Chef	\$46,173	A chef is a food service professional who prepares meals for customers. A chef may work in a senior position, designing the menu available and providing final approval on plates prior to service. They may also be in a secondary or staff position, preparing meals according to the instructions provided by the head chef. A luxury sailing vessel may employ one or more chefs to create meals for passengers based on a menu or special requests.
Marine technician	\$46,753	A marine technician is a mechanical professional who specializes in working with boats and their mechanical components. They may serve to keep both core components and luxury items functioning properly. A marine technician may also install machinery on ships, including engines and propeller systems a sailboat may use in place of sails on occasion. They may also provide general maintenance services for other mechanical items on a ship to keep both core components and luxury items functioning properly.
Sailor	\$47,819	A sailor is a crew member on a ship who provides essential tasks to keep it operating correctly. A sailor's responsibilities on a ship can vary based on their rank and experience, the size of the ship they work on, and its purpose. Common responsibilities for a sailor include cleaning and maintaining the ship, operating sails and other tools on board the ship, and serving in observation roles.
Rigger	\$48,501	A rigger is a sailing professional who specializes in working with the ropes, cables and scaffolding. They work to set up a ship's sail infrastructure in order to prepare it for a voyage on the water. Responsibilities include checking that all components are installed properly and in good condition for safe use.

⁹ Grenada has an average annual income of \$9,070, which makes it one of the upper middle-income countries. The average monthly net salary after tax in Grenada is \$1,034.39. Most salaries in Grenada range from \$32,237 (25th percentile) to \$55,422 (75th percentile) annually. Salaries vary depending on occupation, experience, and many other factors. Sources: Indeed.com insight modified by Grenada Sailing Association regional knowledge.

First mate	\$49,019	A first mate is the second in command officer on a ship. Their primary duties involve providing oversight for cargo and passenger management on most ships. They may work alongside a second and third mate to provide assistance to the ship's captain. In the event of the boat captain being unable to work, the first mate is commonly responsible for assuming command on the vessel.
Boat captain	\$52,309	A boat captain is the highest-ranking official on a boat. They have supervisory responsibility for all aspects of the ship and its operation. This may include safety standards, crew and passenger satisfaction, and meeting deadlines. The boat captain commonly makes final decisions on trajectory and speed for the boat, and delegates tasks to members of the crew as needed.
Sales representative	\$64,602	A sales representative meets with potential clients and customers in order to sell a product or service. The representative is responsible for understanding the items available for sale in detail, and making pitches to prospective buyers. The sales representative may work in the sailing industry in positions that include selling tours and luxury trips or selling products obtained by the sailing crew, such as seafood or underwater salvage.
Entrepreneur	\$63,939	An entrepreneur creates and operates one or more businesses, often providing a substantial portion of the financial backing for the project. They are responsible for ensuring the business operates in accordance with the company's goals and restrictions. An entrepreneur may work in a variety of industries, including creating companies that operate within the sailing industry.

INVESTMENTS: AVERAGE COSTS + POTENTIAL SOLUTIONS¹⁰

There is no reliable way to approximate the cost of investment per sailor according to the Grenada Sailing Association (GSA), however investment is indicative with the following disclosures:

INVESTMENT	AVERAGE COST (EC\$)	POTENTIAL SOLUTION
Optimist boat	Used: \$4,000 New: \$5,000	Eliminate program expense by recovering Optimist boats already on Carriacou and Petite Martinique and sell them as part of the sponsorship package to raise funds for the program.
Optimist customized sail	Ullman Sails, Grenada: \$3,000 Intrinsic Sails, USA ¹¹ : \$	Eliminate program expense by including customized sails as part of the sponsorship package (business entity purchase and ownership).
Optimist inventory such as rigging	\$400	Eliminate program expense by recovering rigging already on Carriacou and Petite Martinique and apply ownership as listed above.
Trainer certification	Information forthcoming—to be provided in an addendum when available.	Eliminate program expense by joining world sailing organizations that provide certification through grants. Solicit support from the Grenada Sailing Association.
Trainer stipend	\$120/day	Cover program expense through a corporate sponsor dedicated to this line item.
Safety boat	<i>An addendum is forthcoming with updated information.</i>	Cover program expense through a government ministry dedicated to this line item.
Boat and equipment storage	<i>An addendum is forthcoming with updated information.</i>	Cover program expense through beneficiary fundraising, specifically parents and children.
Safety gear	<i>An addendum is forthcoming with updated information.</i>	Cover program expense through beneficiary fundraising, specifically parents and children.

¹⁰ These approximate expenses **do not** include personal gear optional amenities such as water and snacks.

¹¹ Does not include Customs fees although it is worth noting the Grenada Sailing Association is in negotiations with the Grenada Port Authority for concessions. Here again, the advocacy of the Government of Grenada is germane to the affordability of a program that will need to source equipment and supplies.

INVESTMENT	AVERAGE COST (EC\$)	POTENTIAL SOLUTION
Red Cross CPR certification	<i>An addendum is forthcoming with updated information.</i>	Share expenses with Ministry of Health to cover parents and children for this annual course.
Swim testing	<i>An addendum is forthcoming with updated information.</i>	Share expenses with Ministry of Health to cover children for this annual course.
Sagicor life insurance (annual group rate)	<i>An addendum is forthcoming with updated information.</i>	Depending upon cost and necessity, e.g. if the sailing clubs absorb this cost.

This program seeks to defray cost through private-public partnerships, commercial sponsors and association benefits such as those available through the Grenada Sailing Association.

Administrative efforts will ideally cover the following activities to enrich the learning and participatory experience of Optimist sailors:

- Training materials
- Field trips
- Marine protection education

TIME FRAME

APPROXIMATE START: May 2024 to synchronize with Petite Martinique Whitsuntide, or as available to synchronize with Grenada Sailing Association

PROJECTED DELIVERY: May 2025

Note: The projected delivery is dependent upon several factors, including cooperative agreements and logistical plans.

ACCOMMODATIONS REQUIRED & STATUS

- Storage facility for equipment has been identified on Petite Martinique.
- A trainer has been identified although confirmation of the stipend and remuneration has not been confirmed.
- Local sources to acquire Optimist boats have been identified and there are a number of alternative regional sources available.
- To date, at least four (4) business entities have expressed a provisional/tentative interest in the sponsorship structure described above. They await confirmation from the Consultant, GTA and other stakeholders in order to proceed with their reviews and final decision.

OVERVIEW: PILLARS OF SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

There are no known adverse effects to the environment with this program. To the contrary, marine protection education serves to benefit the environment.

SOCIAL/CULTURAL SUSTAINABILITY

An associated *Inheritance and Succession Plan* will be formed through dialogue with the community and key stakeholders.

ECONOMIC SUSTAINABILITY

The role of sponsors is key to sustainability and serves to prevent the loss of investment by program administrators. The transference of competition in business is transferred to the naturally competitive nature of Optimist sailing. In this way, there is a check and balance relationship between all stakeholders including the Optimist sailors and their families.

RELEVANCE TO NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

(a) High human and social development: putting youth at the center of development (SDG-4 and SDG-5): associated programs and events to educate youth about marine biology and protection, and open pathways to careers within and outside of sailing-related occupations.

RECOMMENDATIONS

- A tribunal consisting of (1) Ministry of Carriacou and Petite Martinique Affairs and Local Government, (2) Ministry of Education, Youth & Sports and (3) Ministry of Tourism should lead the charge to make the nation aware of sailing as a non-negotiable/must have element of sustainable development (including tourism) for Carriacou and Petite Martinique.
- Grenada Tourism Authority should build relationships with regional nations who have made a success of sailing as a significant economic contributor, e.g. Antigua, Tortola, St. Kitts & Nevis. Such relationships represent opportunities for building strategic relationships in the sailing community and obtaining equipment.
- The program should be initiated in Petite Martinique where the sailing community is more prepared, consistent and active as evidenced by the Whitsuntide Regatta and youth participation. The initial thought was to begin the program in Carriacou, however (at this writing) the Carriacou Regatta is rudderless without a chairman or confirmed structure. This leaves the Sister Isles Optimist Sailing Program without a continuum of participation in the sport and tourism product/attraction.
- The business community should be solicited to actively sponsor and participate in the Sister Isles Optimist Sailing Program.
- The Ministry of Carriacou and Petite Martinique Affairs and Local Government and/or other line Ministries should provide a dedicated safety boat during events and training, a venue for day camps and classroom instruction.
- Discounted group rates for life insurance should be made available to sailors and any personnel participating in the Program while at sea if government is unable to provide it.
- Potential optimist sailors should be required to renew the following certifications (or demonstrate awareness) on an annual basis: CPR, swimming, water safety and marine protection measures.
- Carriacou and Petite Martinique, through Grenada country membership, should join global sailing bodies such as the International Optimist Dinghy Association and submit an application for the Grant Scheme which provides coach training courses, free entry and/or travel for countries to send sailors to continental and regional regattas. In the last five years, the following countries have benefitted from this program and signal emerging market competition in Optimist sailing:

(1 = Equipment 2 = Training 3 = Participation)

AFRICA	AMERICAS	OTHER
Angola (1)	Bahamas (3)	Armenia (1)
Kenya (3)	Belize (1 & 2)	Cook I. (3)
Libya (2)	Dominica (1 & 2)	Iceland (3)
Mozambique (1 & 2)	El Salvador (1)	Kyrgyzstan (1)
Seychelles (1)	Paraguay (1 & 2)	Philippines (3)
Sudan (1 & 2)	St. Kitts & Nevis (1)	Romania (2)
Zimbabwe (3)	St. Vincent & G. (3)	Vanuatu (2)

CONDITIONAL DRAFT SCHEDULE FOR PHASE I ADVOCACY: SISTER ISLES OPTIMIST SAILING PROGRAM

NB: Due to the collaborative nature of this program, reliance on government endorsement, community initiatives and commitments, the schedule below focuses primarily on critical path events.

ACTIVITIES	GOALS	RESOURCES REQUIRED	TARGET DATE/S
<p>Broadcast Save the Date announcement for strategic meetings as follows:</p> <ol style="list-style-type: none"> 1. Tribunal as listed in the Suggestions section above. 2. Committee chairmen of regatta committees on Carriacou and Petite Martinique. 3. Potential/interested business entities who are/will consider sponsorship packages. 	<p>Secure the intent and commitment of Government to establish sailing as an area of focus for sustainable development.</p> <p>Make the public aware of the initiative to restart Optimist sailing through Government press releases and information.</p>	<p>Social media channel access</p> <p>Press release</p>	<p>May 1, 2024</p>
<p>Informational meetings on Grenada with Grenada Sailing Association and its partner sailing clubs.</p> <p>Strategic meeting with Petite Martinique Whitsuntide Regatta Committee, Windward Regatta Committee, Carriacou Regatta Committee and Northern Development Action Committee Sailing Challenge Cup.</p>	<p>Present the Sister Isles Optimist Sailing Program, solicit participation commitment.</p> <p>Expecting the decision gate will open the dialogue to begin draft of a schedule of activities and events, set goals, determine feature and confirm benefits.</p>	<p>Meeting venue</p> <p>Hospitality of food and beverages</p> <p>Return transportation to PM for Grenada Sailing Association (GSA) from St George's</p> <p>Overnight accommodation on Carriacou for Grenada</p>	<p>May 29 – June 2, 2024</p> <p>NB: This date is approximately 2 weeks following the PM Whitsuntide Regatta and largely depends on the success/accomplishments of the strategic meetings suggested.</p> <p>Information and guidance from</p>

		Sailing Association (GSA)	the 2024 regatta experience will be more available at that time.
Letter of intent from regatta chairpersons	Collect signed letters from regatta committee chairpersons to present to potential sponsors. Letters must include indications of support and endorsement of the Sister Isles Optimist Sailing Program, acknowledging the vision to steer participants toward regatta participation.	N/A	July 5, 2024
Broadcast Save the Date announcement for Day Camp Reminder 1 Reminder 2 Reminder 3	Make the public aware of the initiative to restart Optimist sailing	Social media channel access Press release	Dates TBD for Reminder 1 Reminder 2 Reminder 3
Day Camp for Potential Sailors and Parents	Basic Sailing Learning Module Review of Program Structure, Requirements and Provisions Distribution of registration and other forms	Meeting venue Hospitality of food and beverages Return transportation to PM for Grenada Sailing Association (GSA) from St George's Overnight accommodation on Carriacou for Grenada Sailing Association (GSA)	TBD

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THE PITON PACKAGES

GTA OBJECTIVES

- Stakeholder engagement activities
- New opportunity for product development and marketing
- Niche marketing opportunity
- New festival
- Element of Gateway to the Grenadines program
- Environmental awareness and sustainability



OVERVIEW

The Piton Packages are a flexible, entrepreneurial-driven collection of experiential tourism products that are built around existing resources on Petite Martinique, offering opportunities to the tourism stakeholders to create iterations of tourism on or around the island.

Petite Martinique Piton Packages



Doing the Loop

A new product for Round De Island (RDI) sailing/speed boat excursions that begin and end in Windward to follow a loop that includes White Island, Sandy Island, the Underwater Sculpture Project, Petite Martinique and back to Windward.



Beach Lining

Post-event (see above) or beachfront lining at the end of the Loop or following hashing and biking events/competitions for clubs.



Piton Hashing & Biking Challenges

Establish Petite Martinique as the bonus Hashing and Biking location for groups, complete with mapped routes.



Doing the Zip

A new product for the more adventurous tourist, the experience of enjoying an aerial view of the island and sea are second to none.

DOING THE LOOP

A new product for Round De Island (RDI) sailing/speed boat excursions that begin and end in Windward to follow a loop that includes White Island, Sandy Island, the Underwater Sculpture Project, Petite Martinique and back to Windward.

PITON HASHING

This offering establishes Petite Martinique as the bragging-rights, bonus Hashing (hiking) location for groups, complete with mapped routes. 7-, 11-, and 15-Mile hikes.

PITON BIKING CHALLENGES

This offering establishes Petite Martinique as the bragging-rights, bonus Biking location for groups, complete with mapped routes. 7-, 11-, and 15-Mile routes.

DOING THE ZIP

Zip lining is an action-filled recreational activity that involves riding a steel cable on a protective seat or a belt between two points and generally on a valley that exhibits spectacular sceneries.

BEACH LIMING (MAIN/POST EVENT OPTIONS)

All liming must be done prior to Doing the Zip. Beach Liming is a post-event or stand-alone offering best enjoyed at the end of on-island activities, i.e. hashing and biking events/competitions for clubs.

TOURISM WITH A TWIST + LIME

Combining Piton Packages offers the tourist and visitor a customized, family-friendly option in the spirit of a la carte:

	Doing the Loop	Piton Hashing Challenges	Biking Challenges	Doing the Zip*
Doing the Loop	LOOP + LIME	Depart from Carriacou/Grenada, Hash on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Bike on PM, Lime on the beach, on PM, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Zip on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.
Piton Hashing Challenges	Depart from Carriacou/Grenada, Hash on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	HASH + LIME	Depart from Carriacou/Grenada, Day 1: Hash on PM, Day 2: Bike on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Hash on to the top of PM, Zip back down, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.
Biking Challenges	Depart from Carriacou/Grenada, Bike on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Day 1: Hash on PM, Day 2: Bike on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	BIKE & LIME	Depart from Carriacou/Grenada, Bike on to the top of PM, Zip back down (bikes sent by vehicle), Lime on the beach, enjoy a scenic return to Carriacou/Grenada.
Doing the Zip*	Depart from Carriacou/Grenada, Zip on PM, Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Hash on to the top of PM, Zip back down, enjoy a scenic return to Carriacou/Grenada.	Depart from Carriacou/Grenada, Bike on to the top of PM, Zip back down (bikes sent by vehicle), Lime on the beach, enjoy a scenic return to Carriacou/Grenada.	ZIP + LIME

*All Zips must be done prior to the Lime.

TIME FRAME

APPROXIMATE START: May 2024

PROJECTED DELIVERY: August 2024

Note: The projected delivery date for Doing the Zip depends upon the completion of government and insurance provider inspections, insurance coverage secured by the operator and compliance.

RECOMMENDATIONS FOR TOURISM SUB-SECTORS

- Become a tourism operator member of the Grenada Tourism Authority.
- Insurance should be confirmed for ground transporters to cover any damaged equipment and for certain operators to secure personal injury insurance. The insurance plans should be provided along with the application to join GTA as a tourism operator.
- Set pricing for vertical lines of tourism business to prepare for inquiries and requests for quotations, e.g. food, beverage specials, ground transportation, water transportation and dive sites—including group size price breaks.

ADDITIONAL RECOMMENDATIONS

1. GTA should enlist the assistance of the Ministry of Education to create route maps in cooperation with school students. Maps should be available in offices, printed in informational brochures and online.
2. GTA should be steadfast in having the Underwater Sculpture Park installed as soon as possible.
3. GTA should consider relocating the planned site of the Underwater Sculpture Park at Sandy Island to a location close to Petite Martinique to balance the equation of attractions in the Sister Isles and complete the visual concept of a Gateway to The Grenadines.
4. Ministry of Carriacou & Petite Martinique Affairs and Local Government should ensure the aesthetic presentation of the arrival jetty on Petite Martinique is maintained, particularly the place name to encourage photo opportunities are shared in social media.
5. GTA should offer prizes for the best posted images and videos on its Facebook page for the most creative and memorable that were captured at the place name.
6. Publish an annual brochure for niche marketing to youth/educational, biking and hashing organizations, Staycation promotions, and family-friendly demographics throughout the region.

OVERVIEW: PILLARS OF SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

There are no additional adverse effects to the environment with this initiative.

SOCIAL/CULTURAL SUSTAINABILITY

With minimal disruption to the residential characteristics of Petite Martinique, this program sustains itself in direct partnership with individuals, families and affinity groups.

ECONOMIC SUSTAINABILITY

The program is sustainable in a synergetic relationship: the offering for adventurous tourists and visitors who patronize the local economy drive the tourism spend. With add-ons and incentives the

tourism operator can create, there is room to improvise and customize the experiences being offered.

RELEVANCE TO NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

- (b) High human and social development: putting youth at the center of development (SDG-4 and SDG-5): youth participation in creating route maps and residents capitalizing on the program is a ripe opportunity to learn about topography and tourism product creation.
- (c) Vibrant, dynamic, competitive economy with supporting climate-and-resilient infrastructure (SDG-8 and SDG-13): contributes to the diversity of economy on Petite Martinique, specifically for tourism operators who welcome year-round tourism and marine protection awareness that preserves natural assets.

DRAFT SCHEDULE FOR THE PITON PACKAGES

NB: Due to the collaborative nature of this program and its complete reliance on the engagement of existing businesses that, to date, are not GTA-registered tourism operator, save for one tour operator although all business profiles needed exist on Petite Martinique.

ACTIVITIES	GOALS	RESOURCES REQUIRED	TARGET DATE/S
<p>Present the program to tourism operators on Petite Martinique.</p> <p>Sensitize tourism operators to sub-sector recommendations.</p> <p>Seek GTA membership for operator inclusion.</p>			July 1, 2024
<p>Strategic meeting with Petite Martinique Whitsuntide Regatta Committee and tourism operators on Carriacou to include Piton Package items in their marketing promotions.</p>			July 15, 2024

CARRIACOU ARTIFACTS REPATRIATION PROGRAM

GTA OBJECTIVES

- Stakeholder engagement activities
- New opportunity for product development and marketing
- Niche marketing opportunity
- New festival
- Element of Gateway to the Grenadines program
- Environmental awareness and sustainability

OVERVIEW

The Carriacou Artifacts Repatriation Program seeks to return the lifeblood of folk and cultural artifacts to Carriacou through (a) digital access to records and images, (b) private donations to the resulting collection, and (c) a forward-thinking initiative to create a repository for contemporary works of art created by natives of Carriacou and Petite Martinique. Curator Andrea McCloud of Carriacou is committed to leading this project under an arrangement/contract.

Right: Launching in Carriacou W.I. Ship Name Idiona, 1996. Oil on canvas. 19 1/2 x 22 3/4 x 2 in | 49.5 x 57.8 x 5.1 cm. Oil painting by world renown folk artist, Canute Caliste (April 16, 1914 – November 20, 2005), a native painter born Emmanuel Caliste in L'Esterre, Carriacou. This is one of many of his paintings being sold online and privately, a strong example of the artworks being sought by this program. Some of the artist's works are sold at auction for US\$1,200 or more. Private owners will be petitioned to contribute to the Carriacou Repatriation Program and, upon secured agreements, recognized in marketing materials to publicize the Program.

Source: <https://www.artsy.net/artwork/canute-caliste-mr-canute-caliste-launching-in-carriacou-wi-ship-name-idiona>



The repatriation program is ideally carried out through a series of public education, promotional and other campaigns and activities such as collateral events (see Saints in the Sun Festival included in this Plan) and airport exhibits.

The Curator will credential and catalog the artwork, serving as primary custodian of the repatriated collection.

A grand, public event is envisaged as a traditionally built boat from Carriacou will sail the artifacts home from Grenada once they have arrived by air. A reception in Carriacou as the debut of the collection and first public viewing can be part of the Saints in the Sun Festival or as a stand-alone event on the national calendar.

REPATRIATION PHASES

PHASE I: PILOT

Outreach to curators, owners of artifacts and interested persons/entities in the public and private sectors. Digital exhibit as proof of concept. Housing requirements for Phase 3 (see below). NB: Confirm commitment and desire to repatriate artifacts has already been expressed by nonprofit organizations.

PHASE 2: PARTNERSHIPS

Airlines, airports, collection and repatriation negotiations, legal oversight.

PHASE 3: REPATRIATION

Airport exhibits en route. Final journey on traditional Carriacou boat/s from Grenada as public event.

TIME FRAME

APPROXIMATE START: April 2024

(see also Carriacou Diaspora Roundtable 2024 proposed schedule)

PROJECTED DELIVERY OF PHASE I: October 2025 (ongoing)

Note: The projected delivery is dependent upon several factors, including cooperative agreements and logistical plans.

CURATOR REMUNERATION REQUEST

Information forthcoming—to be provided in an addendum when available.

EXPERTISE, ASSETS & RESOURCES REQUIRED

- Grenada Ministry of Legal, Labour and Consumer Affairs guidance for all phases of the program
- Grenada Ports Authority guidance for Phase 3 of the program
- FTP site/address to forward digital artifacts (images, video footage, etc.)
- GTA-hosted digital platform for the Phase I: Pilot (website)
- GTA social media and other online platform promotions, including digital asset designs for flyers and PDFs to be distributed through channels

SOURCE MARKETS

Initially, the most impactful organizations and comprehensive collection owners will be approached, which include the Lomax Foundation, Bill Cameron Art, the Smithsonian Institute and American Art Museum.

The second-tier source market is comprised of private owners, such as those who are selling artwork through private sales and auctions.

The third-tier source market includes private owners in Carriacou and the Grenadian Diaspora. The vision is to employ influence and momentum to drive success: one source market tier will inspire and influence the others in what may drive a waterfall of support.

ACCOMMODATIONS REQUIRED FOR PHASE 3

Requirements and additional information will be obtained from experts in the field to compose the list of amenities that will be needed for Phase 3 of the Artifacts Repatriation Program.

The following shortlist of items is predictive and likely to be three of many:

- Temperature-controlled Housing for the Repatriated Collection—An appropriate location should be secured through the Ministry of Carriacou & Petite Martinique Affairs and Local Government. This is the most important element of the program. For sustainability, the ideal facility will offer commercial rental space to contribute to the expense of maintenance for the facility. The Botanical Garden comes to mind if there is space and opportunity to add value to the Garden. New construction is the tallest hurdle in this requirement.
- Secured Role of a qualified Curator who is a native and permanent resident of Carriacou—Curator Andrea McLeod has been identified as the ideal Curator who has the credentials and experience that are ideal to lead and implement such a project.
- Inclusion in Grenada’s various registries for the purpose of cross-collaboration and historical data. This is ideally part of the Curator’s role in collaboration with the Government of Grenada and parastatal entities such as the Grenada National Trust and others.

PRIMARY STAKEHOLDERS AND LINE MINISTRIES TO BE ENGAGED

See also EXPERTISE, ASSETS & RESOURCES REQUIRED

6. Carriacou Diaspora
7. Citizens/Residents of Carriacou & Petite Martinique¹²
8. Ministry of Foreign Affairs, Trade & Export Development to access the Grenadian Diaspora and associations.

¹² The inclusion of Petite Martinique, while ideal, is without a substantial amount of information and documentation, as is the case with Carriacou. Every effort will be made to duplicate the program with regard to artifacts of Petite Martinique. Without many options to house this part of the collection in Petite Martinique, this represents a need to have dialogue to chart the best way forward under such a Repatriation Program.

9. Ministry of Economic Development, Planning, Tourism, Creative Economy, Culture, Agriculture and Lands, Forestry, Marine Resources and Cooperatives to access philanthropic contacts and channels.
10. Ministry of Infrastructure and Physical Development, Public Utilities, Civil Aviation & Transportation to solicit airline support through official channels to fly the artifacts to Grenada.
11. Ministry of Carriacou & Petite Martinique Affairs and Local Government to serve as primary stakeholder and sponsor of having the artifacts collected by traditional boats and a public handover event.
12. Ministry of Education, Youth & Sports to engage youth guided by educators.
13. Ministry of Legal Affairs, Labour & Consumer Affairs to advise on the repatriation process from an international and regional law perspective.
14. Philanthropic Donors (as acknowledged through commitment, donations, publications and registry database)
15. Carriacou Museum Director, Board of Directors

INTEGRATION: GRENADA TOURISM AUTHORITY STRATEGIC PLAN 2023-2026

VISION

The Carriacou Diaspora Round Table 2024 (as a segue event to Phase I of the Carriacou Artifacts Repatriation Program) directly engages those who have quietly, unofficially served as curators of artifacts in their own right. The open forum is a starting point that lays the foundation for dialogue, expectations and long-term commitment.

The program seeks to inspire a culture-centric fueled interest in Carriacou and Petite Martinique as a unique Caribbean Tourism Destination. Long-term commitment is most charismatic if the donor's names are attached to donated artifacts, complete with a log/summary of what is known about the items.

Finally, the program is an opportunity to gather and contribute to data tracking. In so doing, there is hope to justify future budget line set-asides to support the Sister Isles as a noteworthy contributor to the bottom line of the tourist spend.

MISSION

Artifacts repatriation will create and deliver memorable tourism experiences that will maximize the human, cultural and intangible cultural heritage resources to transform Carriacou and Petite Martinique.

VALUES REINFORCED

- Positive attitudes toward culture
- Quality production values tourists expect
- Professionalism
- Respect for diversity in the Sister Isles
- Dedication to elements of culture from a tourism perspective
- Commitment to excellence through authenticity

INTEGRATION: NATIONAL SUSTAINABLE DEVELOPMENT PLAN 2020-2028

ENVIRONMENTAL SUSTAINABILITY

There are no known adverse effects to the environment with this program, although the artifacts themselves demand a protective environment. See also “Accommodations Required & Status” above.

SOCIAL/CULTURAL SUSTAINABILITY

An associated Inheritance and Succession Plan will be formed through mentorship and a Youth for the Arts group that is focused on learning to plan, manage, execute and grow the event.

By nature, people are tactile and respond most often to what they have access to experience. The cultural environment of Carriacou and Petite Martinique is sustained through visibility, awareness and advocacy.

ECONOMIC SUSTAINABILITY

The Accommodations Required suggests a facility that offers conference/meeting/event space to monetize the facility. Additional sources of revenue include entrance ticket sales and a resident vendor/gift shop for souvenir items.

RELEVANCE TO NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

- (d) High human and social development: putting youth at the center of development (SDG-4 and SDG-5): associated programs and events to educate youth about art and art forms, the role of art in intellectual development, and the future of art in the Sister Isles. See also “Social/Cultural Sustainability” section above as a Pillar of Sustainability.
- (e) Vibrant, dynamic, competitive economy with supporting climate-and-resilient infrastructure (SDG-8 and SDG-13): contributes to the diversity of economy on Carriacou, specifically to its intrinsic values; opportunities exist through the UNESCO for funding the protection of artifacts in the event of predicted disaster.

RECOMMENDATIONS FOR PRODUCT DEVELOPMENT

- All Phases should be carried out with GTA as its concierge.
- There should be public service announcements to educate the public about the project, promote the role of line ministry themselves (as listed above as “Line Ministry Engagement”) with an emphasis on the importance of the repatriation program.
- There should be an online preview of selected artifacts as a test of concept for building the collection with an invitation to join a mailing list (to use going forward to build a mailing list for campaigns: information distribution, showcase contributions and promote the program).
- A series of short articles published on the GTA website to educate the public on the project, solicit artifacts and funding contributions, provide a QR code to track engagement and SMS messages. The series should also be distributed to regional media outlets.
- A syllabus should be endorsed by Ministry of Education to provide lectures for youth and adults (on demand using instructional design and as printable lessons).

RECOMMENDATIONS FOR TOURISM SUB-SECTORS

- GTA should make all Phases of the repatriated art program a Must See in promotional materials in all sub-sectors.
- Youth should be engaged throughout Phases to sensitize them to the history, legacy and culture of music, art and other forms of creative expression.
- Ministry of Carriacou & Petite Martinique Affairs and Local Government should make an appropriate venue available for the art collection to reside.
- GTA/the Curator should publish an annual exhibit brochure and report on the status of the facility that houses the repatriated artifacts with three goals in mind: (a) express gratitude and inform the public about the repatriation project, (b) report to philanthropic contributors and stakeholders about the ongoing status of the collection, (c) solicit new philanthropic donations of artifacts and funding.

SCHEDULE FOR IMPLEMENTATION: PHASE I FOR SISTER ISLES DIASPORA ROUND TABLE + CARRIACOU ARTIFACTS REPATRIATION PROGRAM

Conference Objectives: Engage, mobilize the Diaspora of Carriacou and Petite Martinique. Request the assistance, participation and support of the Carriacou and Petite Martinique Diaspora for specific tourism development programs and projects whose success is hinged on the support of the Diaspora.

Timing: This the one time of year most of the Diaspora from the Sister Isles make the spiritual voyage home to honor ancestors, reconnect with family and friends, and most importantly: culture.

ACTIVITIES	GOALS	RESOURCES REQUIRED	TARGET DATE/S
<p><i>32 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ ANNOUNCEMENT FEATURING THE PROGRAM ▪ ENGAGE & MOBILIZE THE DIASPORA ▪ SET BREAKOUT GROUP REQUIREMENTS ▪ AGENDA FOR BREAKOUT GROUP ▪ STAKEHOLDER IDENTIFICATION ▪ SET REQUIREMENTS BY PHASE 	<ul style="list-style-type: none"> ▪ Confirm GTA commitment, role and responsibility as appropriate. ▪ Announce the event as ‘Save the Date.’ ▪ Formally request attendance of key stakeholders. ▪ Engage media outlets through press release distribution. ▪ Compose draft agenda with a view to teaming and cross-support. ▪ Contact venues with physical accessibility to determine best options. ▪ Compose draft agenda. ▪ Specify baseline resources required for the event, i.e. food and beverages. 	<p>Contact lists</p> <p>Formal letters of invitation</p> <p>Social media posts</p> <p>Food/beverage budget</p> <p>Venue budget/public sector options</p>	<p>April 15, 2024</p> <p>NB: March 30, 2024 is at the 32-week mark, however this is largely depending upon GTA approval of the Plan. Dates flow from the assumption of the above date in April.</p>
<p><i>24 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ CONFIRM ATTENDANCE OF KEY STAKEHOLDERS WHO WANT TO JOIN THE BREAKOUT GROUP 	<ul style="list-style-type: none"> ▪ Promote the event (information, digital flyers, public service announcements). ▪ Feature the conference on the GTA and Grenada entity websites. 	<p>Ministry of Tourism/GTA co-branding</p>	<p>May 24, 2024</p>

<ul style="list-style-type: none"> ▪ CONFIRM TEAM LEADERSHIP BY COUNTRY ▪ DISTRIBUTE DRAFT AGENDA FOR BREAKOUT GROUP 	<ul style="list-style-type: none"> ▪ Create the event on social media channels. ▪ Post updates as speakers and notable participants confirm attendance. ▪ Send out updated press release to relevant media organizations. 	<p>design for flyers</p> <p>Social media posts</p>	
<p><i>8 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ ORGANIZE SUPPLIES ▪ CONFIRM AGENDA ▪ RECONFIRM ATTENDANCE OF NOTABLE PARTICIPANTS, IF ANY 	<ul style="list-style-type: none"> ▪ Draft agenda to include talking points: ▪ Artifact repatriation success stories ▪ Situation Analysis ▪ The Ask ▪ Round Table Discussion and Commitments ▪ Open Discussion and Feedback ▪ Conference Survey 	<p>Social media posts on tourism channels and Diaspora websites</p>	<p>September 13, 2024</p>
<p><i>2 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ INFORMATION PACKET DISTRIBUTION ▪ PROMOTION 	<ul style="list-style-type: none"> ▪ Distribute the confirmed agenda to the Diaspora and all stakeholders. ▪ Send out information packets to facilitators and identified key stakeholders. ▪ Request and schedule media interviews/attendance. 		<p>October 14, 2024</p>
<p><i>1 week before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ ADVANCE ARRIVAL 	<ul style="list-style-type: none"> ▪ Inspect venue. ▪ Communicate with local GTA office to confirm equipment. ▪ Communicate with key stakeholders. ▪ Social media countdown. 		<p>October 25, 2024</p>
<p><i>Week/Day of the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ▪ EXECUTION 	<ul style="list-style-type: none"> ▪ Set up. ▪ Ensure all the necessary supplies, including swag, are on site. ▪ Set up registration, equipment, chairs, tables, etc. 		<p>November 2, 2024</p>

	<ul style="list-style-type: none"> ▪ Confirm media organization’s attendance. 		
<i>I week after the 2024 Diaspora Round Table</i> <ul style="list-style-type: none"> ▪ FOLLOW UP ▪ INITIATE ACTIONABLE ITEMS FOR PHASE I WITH FOCUS GROUP 	<ul style="list-style-type: none"> ▪ ▪ Send out thank you emails/letters and post same to social media with images and information for follow up. ▪ Summary report of participation, productive dialogue, and positive feedback. 		November 9, 2024

SAINTS IN THE SUN FESTIVAL

GTA OBJECTIVES

- Stakeholder engagement activities
- New opportunity for product development and marketing
- Niche marketing opportunity
- New festival
- Element of Gateway to the Grenadines program
- Environmental awareness and sustainability

OVERVIEW



The groundwork for the Saints in the Sun Festival was conceptualized in 2016 by Carriacouan Ms. Jean Simon, Project Director, with a view to timing the inaugural event during All Saints celebrations when the Diaspora of Carriacou is likely to return home to honor ancestors. Although the Festival plan itself was comprehensive, the launch of the Festival event was stalled without a formidable advocate in the public sector.

There is commitment by Project Director Jean Simon of Carriacou, under an arrangement/contract, to resuscitate the original plan with modifications to ensure the Festival takes form to celebrate the culture, people, history and folk art of Carriacou.

Ideally, the Carriacou Artifacts Repatriation Program included in this Plan has a collateral event that is ideal for this Festival.

TIME FRAME

APPROXIMATE START: April 2024

PROJECTED DELIVERY: October 2025 and annually thereafter

Note: The projected delivery is dependent upon several factors, including cooperative agreements, commercial sponsorship, Diaspora participation, embedded projects and complex logistical plans.

Jean Simon requests round trip air transportation from Surrey, UK (Gatwick Airport), ferry to Carriacou and ground transportation to Carriacou villages in September 2024 when bus services are not available. Ms. Simon has room and board on Carriacou.

NB: This travel will also cover the Diaspora Roundtable 2024 (see proposed schedule below).

BROAD/BASELINE ACCOMMODATIONS REQUIRED FOR SAINTS IN THE SUN FESTIVAL

- Venue/s—an appropriate outdoor venue/s with access to electricity and toilet facilities (changing locations may be necessary for certain collateral events); there was a specified request in the Tourism Stakeholder meeting that Belair Festival Park grounds are recovered and prepared for use.
- Staging—for live performances.
- Royal Grenada Police Force—to secure permissions and presence throughout the Festival.
- Village Announcements—by road speaker announcements and required RGPF permission.
- Health Clinic/Nurse—to provide on-site presence throughout the Festival at major events.
- Transportation for the Elderly—to attend the main Festival event at the hospitality of a corporate sponsor.

PRIMARY STAKEHOLDERS

- Tourism operators of Carriacou & Petite Martinique
- Citizens/Residents/Diaspora of Carriacou & Petite Martinique¹³
- Ministry of Carriacou & Petite Martinique Affairs and Local Government
- Ministry of Tourism
- Grenada Tourism Authority

INTEGRATION: GRENADA TOURISM AUTHORITY STRATEGIC PLAN 2023-2026

VISION

The Carriacou Diaspora Round Table 2024 (as a segue event to the Saints in the Sun Festival) directly engages those who practice and own the cultures of Carriacou and Petite Martinique: stakeholders are empowered to determine and frame the desires of the community. It is a starting point that lays the foundation for dialogue, expectations and commitment.

The Festival itself presents a unique and timely presentation of what makes the Sister Isles an authentic and valuable contributor to the Caribbean Tourism Destination.

Finally, the Festival is an opportunity to gather and contribute to data tracking. In so doing, there is hope to justify future budget line set-asides to support the Sister Isles as a noteworthy contributor to the bottom line of the tourist spend.

¹³ The inclusion of Petite Martinique, while ideal, is without a substantial amount of information and documentation, as is the case with Carriacou. Every effort will be made to duplicate the program with regard to artifacts of Petite Martinique. Without many options to house this part of the collection in Petite Martinique, this represents a need to have dialogue to chart the best way forward under such a Repatriation Program.

MISSION

The Festival will create and deliver memorable tourism experiences that will maximize the human, cultural and intangible cultural heritage resources to transform Carriacou and Petite Martinique.

VALUES REINFORCED

- Positive attitudes toward culture
- Quality production values tourists expect
- Professionalism
- Respect for diversity in the Sister Isles
- Dedication to elements of culture from a tourism perspective
- Commitment to excellence through authenticity

INTEGRATION: NATIONAL SUSTAINABLE DEVELOPMENT PLAN 2020-2028

ENVIRONMENTAL SUSTAINABILITY

There are virtually no adverse effects to the environment with this program, although the artifacts themselves demand a protective environment. See also Accommodations Required.

SOCIAL/CULTURAL SUSTAINABILITY

An associated Inheritance and Succession Plan will be provided through mentorship and a Youth for the Arts group that is focused on learning to plan, manage, execute and grow the event.

By nature, people are tactile and respond most often to what they have access to experience. The cultural environment of Carriacou and Petite Martinique is sustained through visibility, awareness and advocacy.

ECONOMIC SUSTAINABILITY

The Accommodations Required calls for a facility that offers conference/ meeting/event space to monetize the facility. Additional sources of revenue include entrance ticket sales and a resident vendor/gift shop for souvenir items.

RELEVANCE TO NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

- (f) High human and social development: putting youth at the center of development (SDG-4 and SDG-5): See also “Social/Cultural Sustainability” section above as a Pillar of Sustainability.

RECOMMENDATIONS FOR TOURISM SUB-SECTORS

- GTA should make the festival a Must See in promotional materials in all sub-sectors, particularly the Diaspora, in the spirit of a family reunion. The Project Director is available for periodic travel to Carriacou from the UK to implement and coordinate on the ground with the assistance of the Consultant.
- Ministry of Carriacou & Petite Martinique Affairs and Local Government should make an appropriate outdoor venue available for the festival in cooperation with the Project Director.

- Ministry of Health should provide workshops prior to the event to remind vendors about health protocols such as safety in food handling, proper garbage disposal, etc.
- Hoteliers should offer accommodation packages to include a minimum of (a) breakfast or vouchers for same, and (b) bus transportation to the festival grounds on the day of the event—the packages should be posted on GTA channels, complete with a QR code to drive traffic to the website and be used in advertising to track engagement.
- Tourism Operators should offer Festival Rates for day excursions to Petite Martinique—like Hoteliers, the packages would ideally be posted on GTA channels, complete with a QR code to be used in advertising to track engagement.

[I OF 2] SCHEDULE FOR IMPLEMENTATION: 1ST ANNUAL SISTER ISLES DIASPORA ROUND TABLE

Conference Objectives: Engage, mobilize the Diaspora of Carriacou and Petite Martinique. Request the assistance, participation and support of the Carriacou and Petite Martinique Diaspora for specific tourism development programs and projects whose success is hinged on the support of the Diaspora.

Timing: This the one time of year most of the Diaspora from the Sister Isles make the spiritual voyage home to honor ancestors, reconnect with family and friends, and most importantly: culture.

ACTIVITIES	GOALS	RESOURCES REQUIRED	TARGET DATE/S
<p><i>32 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ANNOUNCEMENT ENGAGE & MOBILIZE THE DIASPORA TEAM ASSEMBLY VENUE & DATE CONFIRMATION AGENDA STAKEHOLDER IDENTIFICATION SET BUDGET/RESOURCES 	<p>Confirm GTA commitment, role and responsibility as appropriate. Announce the event as ‘Save the Date.’ Formally request attendance of key stakeholders. Engage media outlets through press release distribution. Compose draft agenda with a view to teaming and cross-support. Contact venues with physical accessibility to determine best options. Compose draft agenda. Specify baseline resources required for the event, i.e. food and beverages.</p>	<p>Contact lists Formal letters of invitation Social media posts Food/beverage budget Venue budget/public sector options</p>	<p>April 15, 2024 NB: March 30, 2024 is at the 32-week mark, however this is largely depending upon GTA approval of the Plan. Dates flow from the assumption of the above date in April.</p>
<p><i>24 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> CONFIRM ATTENDANCE OF KEY STAKEHOLDERS CONFIRM TEAM LEADERSHIP CONFIRM VENUE BRAND THE CONFERENCE DISTRIBUTE DRAFT AGENDA 	<p>Promote the event (information, digital flyers, public service announcements). Feature the conference on the GTA and Grenada entity websites. Create the event on social media channels. Post updates as speakers and notable participants confirm attendance. Send out updated press release to relevant media</p>	<p>Ministry of Tourism/GTA co-branding design for flyers Social media posts</p>	<p>May 24, 2024</p>

<ul style="list-style-type: none"> REGISTER PARTICIPANTS PROMOTE CONFERENCE 	<p>organizations.</p>		
<p><i>8 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> REQUEST EQUIPMENT ORGANIZE SUPPLIES CONFIRM AGENDA CONFIRM FOOD/BEVERAGE RECONFIRM ATTENDANCE OF NOTABLE PARTICIPANTS 	<p>Draft agenda to include talking points:</p> <ul style="list-style-type: none"> Role of Culture in Tourism Situation Analysis Sustainable Tourism Development Plan The Ask <ul style="list-style-type: none"> Saints in the Sun Carriacou Artifacts Repatriation Program Groundwork in Carriacou Round Table Discussion and Commitments Open Discussion and Feedback Conference Survey <p>Based on agenda, request GTA equipment and/or support services. Have supplies, printed materials and supplies for the conference in hand. Request support of Ministry for food/beverage.</p>	<p>Social media posts on tourism channels and Diaspora websites</p> <p>GTA projector and screen</p>	<p>September 13, 2024</p>
<p><i>2 weeks before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> CONFIRM PROJECTED ATTENDANCE INFORMATION PACKET DISTRIBUTION PROMOTION 	<p>Distribute the confirmed agenda to the Diaspora and all stakeholders. Send out information packets to facilitators and identified key stakeholders. Request and schedule media interviews/attendance.</p>		<p>October 14, 2024</p>
<p><i>1 week before the 2024 Diaspora Round Table</i></p> <ul style="list-style-type: none"> ADVANCE ARRIVAL 	<p>Inspect venue. Communicate with local GTA office to confirm equipment.</p>		<p>October 25, 2024</p>

	Communicate with key stakeholders. Social media countdown.		
<i>Week/Day of the 2024 Diaspora Round Table</i> • EXECUTION	Set up. Ensure all the necessary supplies, including swag, are on site. Set up registration, equipment, chairs, tables, etc. Confirm media organization's attendance.		November 2, 2024
<i>1 week after the 2024 Diaspora Round Table</i> • FOLLOW UP • BEGIN PLANNING SAINTS IN THE SUN FESTIVAL 2025	Send out thank you emails/letters and post same to social media with images and information for follow up. Summary report of turnout, productive dialogue, and positive feedback. Consider a post-event survey. Measure the success of event, and continue planning for Diaspora-centric activities, specifically the Saints in the Sun Festival and the Carriacou Artifacts Repatriation Program.		November 9, 2024

[2 OF 2] PLANNING TEMPLATE FOR IMPLEMENTATION: SAINTS IN THE SUN FESTIVAL

The following is a general template designed to suggest planning and strategy. The template will have to be edited based on results and commitments of the Diaspora Round Table. See also Carriacou Artifacts Repatriation Program Schedule for Implementation which also begins following the Diaspora Round Table.

ACTIVITY	RESOURCES REQUIRED	TARGET DATE /S
32 weeks before Saints in the Sun Festival • Set goals • Team assembly • Determine the venue and date. • Confirm the event headliner.		

<ul style="list-style-type: none"> • Draw a roadmap for the event. • Create a budget. • Determine how to fund the event. • Determine how to monetize the event for sustainability, e.g. registration fees, exhibitors, sponsors, and other funding sources. Use this information to set fees and sponsor levels. • Reach out to funding sources. Reach out to potential exhibitors and event sponsors with information about the event’s objectives, the headliner, and the sponsor levels. 		
<p>24 weeks before the event</p> <ul style="list-style-type: none"> • Sign contracts as needed. • Sign sponsorship agreements with funding sources. Obtain promotional material—like logos—from each sponsor. • Confirm presenters. Examine networks and identify potential presenters, including speakers and MCs. Confirm each presenter’s interest and availability. Begin adding them to the program. • Confirm entertainment, catering, traffic control, and security. Reach out to event contractors to reserve dates. • Secure event permits and liability insurance. Reach out to local authorities if food permits, noise permits, permissions to hang signage, permission to close roads, or police protection is necessary. Liability insurance to cover injury, property damage, and other event mishaps. • Brand the event. Create a distinctive look for the event. This look will color the promotional material, the event decorations, and the event swag. • If there is open registration, the registration form should get right to the point, without neglecting useful logistical questions about arrival times, dietary restrictions, and t-shirt size. • Promote the event. Build a website. Create an event or a page on social media. Post updates as speakers and notable guests confirm attendance. Blast the contact list. Send out a press release to relevant media organizations. 		
<p>8 weeks before the event</p> <ul style="list-style-type: none"> • Sign contracts with the presenters and event contractors. • Purchase or rent necessary supplies. Ask contractors what equipment they expect you to provide. Contact the venue to see if it has the necessary supplies on hand. If it doesn’t, reach out to suppliers to arrange purchase or rental. Prepare swag—like gifts and product samples—for the event. • Obtain copies of all speeches and presentations. Request a copy of the headliner and presenter’s speeches and presentations. Make sure each one is appropriate and, if necessary, work with presenters to make changes. • Create an event program and script. Have a backup plan for inclement weather or low attendance. • Assemble volunteers. Determine the staffing needs, then send out an open request for volunteers. 		

Find the perfect role for every volunteer by asking questions about skills and interests in an online volunteer registration form.		
<p>2 weeks before the event</p> <ul style="list-style-type: none"> • Close registration. • Send out information packets. Send out a packet that includes an event program, a menu, information about the presenters, the contact information of other participants, or any other useful information that helps you meet the goals you set for the event. This is also a good time to survey participants about their expectations for the event. If the event has an app, include instructions on how to download it. • Set up media interviews for presenters. Contact relevant media organizations with a list of the event's presenters to gauge interest. Then, connect presenters with interview opportunities. Prepare media passes. If possible, set aside a place at the venue for interviews. 		
<p>1 week before the event</p> <ul style="list-style-type: none"> • Make a physical and digital copy of every speech and presentation. Nothing proves Murphy's Law more than a high-stakes event. • Set up. Ensure all the necessary supplies, including swag, are on site. Set up registration booths, chairs, tables, and stages. • Brief volunteers. Keep volunteers accountable by assigning them to small, dedicated groups managed by one of the event team members. • Call the media. Confirm each media organization's attendance. 		
<p>Week of the event</p> <ul style="list-style-type: none"> • Collect real-time feedback. Send event feedback forms during breaks in the program. These surveys gauge the event's success in real time and give you a chance to address issues as soon as they pop up. 		
<p>1 week after the event</p> <ul style="list-style-type: none"> • Send out thank you emails/letters. • Consider a post-event survey. Tailor the survey so that it covers those issues most relevant to participants, volunteers, and presenters. • Measure the success of the event, and start planning for the next one, with a post-event survey. 		

CRUISE SHIP MARKET DAYS

GTA OBJECTIVES

- Stakeholder engagement activities
- New opportunity for product development and marketing
- Niche marketing opportunity
- New festival
- Element of Gateway to the Grenadines program
- Environmental awareness and sustainability



OVERVIEW

Cruise Ship Market Days is a new program to create an open market/bazaar in (or in walking distance to) the Port. Vendors are offered an opportunity to greet cruise ships and travelers with souvenir items, memorabilia, crafts and information about things to do (or avoid, such as manchineel trees) on Carriacou (dedicated Annual Brochures as proposed in the Existing Events Support section of the Plan). GTA Product to provide guidance on exportable items, quality control measures and space allocation. This effort represents an opportunity to

conduct proof of concept activities and contribute to data collection/tracking efforts.

VENDOR SUGGESTIONS

- GTA Information/Promotional Materials for Gateway to The Grenadines
- GTA Annual Brochure Distribution
- The Piton Package Tours
- Ground (Mobile) Tour Guides
- Book Authors
- Souvenir Shops
- Walking Tour Guides

TIME FRAME

APPROXIMATE START: June 2024

PROJECTED DELIVERY: July 2024

Note: The schedule for Cruise Ship Market Days depends upon the cruise ship schedule.

RECOMMENDATIONS FOR TOURISM SUB-SECTORS

- Vendors should register as retailers with the Grenada Tourism Authority (GTA).

- GTA should support Market Days by creating a promotional environment, engage the Imani Program for manpower and tourism mentoring and collect data on visitor arrival.
- Vendors should become a tourism operator member of the Grenada Tourism Authority in order to participate in Market Days.
- Vendors providing tours or day trips should prepare product offerings that will fit into the itineraries of cruise ship v

ADDITIONAL RECOMMENDATIONS

7. GTA should enlist the assistance of the Ministry of Education to create route maps in cooperation with school students. Maps should be available in offices, printed in informational brochures and online.
8. GTA should be steadfast in having the Underwater Sculpture Park installed as soon as possible.
9. GTA should consider relocating the planned site of the Underwater Sculpture Park at Sandy Island to a location close to Petite Martinique to balance the equation of attractions in the Sister Isles and complete the visual concept of a Gateway to The Grenadines.
10. Ministry of Carriacou & Petite Martinique Affairs and Local Government should ensure the aesthetic presentation of the arrival jetty on Petite Martinique is maintained, particularly the place name to encourage photo opportunities are shared in social media.
11. GTA should offer prizes for the best posted images and videos on its Facebook page for the most creative and memorable that were captured at the place name.
12. Publish an annual brochure for niche marketing to youth/educational, biking and hashing organizations, Staycation promotions, and family-friendly demographics throughout the region.

OVERVIEW: PILLARS OF SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

There are no adverse effects to the environment with this initiative.

SOCIAL/CULTURAL SUSTAINABILITY

With minimal disruption to the residential characteristics of Petite Martinique, this program sustains itself in direct partnership with individuals, families and affinity groups.

ECONOMIC SUSTAINABILITY

The program is sustainable in a synergetic relationship: the offering for tourists and visitors who patronize the local economy drive the tourism spend with local vendors.

RELEVANCE TO NATIONAL SUSTAINABLE TOURISM DEVELOPMENT PLAN

- (g) High human and social development: putting youth at the center of development (SDG-4 and SDG-5): vendor participation in the program is a ripe opportunity to learn about topography and tourism product creation.
- (h) Vibrant, dynamic, competitive economy with supporting climate-and-resilient infrastructure (SDG-8 and SDG-13): contributes to the diversity of economy on Carriacou, specifically for

tourism operators who do not enjoy year-round tourism revenue due to their physical or digital locations.

DRAFT SCHEDULE FOR THE PITON PACKAGES

NB: Due to the collaborative nature of this program and schedules arranged by cruise lines, target dates depend solely upon their schedules.

ACTIVITIES	GOALS	RESOURCES REQUIRED	TARGET DATE/S
<p>Present the program to tourism operators on Carriacou and Petite Martinique.</p> <p>Sensitize tourism operators to the sub-sector recommendations.</p> <p>Register GTA membership for operator inclusion.</p>	<p>Drive GTA tourism operator registration.</p> <p>Solicit participation and ideas for program enhancement.</p> <p>Drive traffic to tourism operators on Carriacou and Petite Martinique.</p>	<p>GTA assets such as banners.</p> <p>GTA promotions to tourists ahead of arrival if possible.</p> <p>Vendors are responsible for providing their own tables, set up and assets.</p>	<p>July 1, 2024</p>
<p>Set up data collection as organized.</p>	<p>Contribute to data collection goals and improve data collection methods/strategies.</p>	<p>Data collection tools and/or documents.</p>	<p>Per cruise ship arrival schedule.</p>

APPENDIX I: MATRIX OF GATEWAY TO THE GRENADINES CAMPAIGN, PROGRAM AND PROJECTS

APPENDIX II: BEST PRACTICES TO STARTING A NEW OPTIMIST SAILING CLUB



STARTING A NEW CLUB STEP-BY-STEP

TYPES OF OPTIMIST CLUBS

- Traditional Club – A traditional Optimist Club conducts a number of exciting, youth-oriented events and fund raisers each year. The Club meets on a regular basis at a fixed location.
- Sports Club – A Sports Club is built with the primary goal to serve youth through athletics.
- College Club - A College Club is built around a college or university and is primarily made up of college students interested in service, leadership and professional development. A special dues and fees structure applies.
- Special Needs/Adults with Exceptionalities Club-The membership for this type of Club focuses on the segment of society that has intellectual or developmental disabilities. The membership roster must be comprised of at least 50 percent of the members from this segment of the population. A special dues and fees structure applies
- Overseas Clubs – These clubs are much the same as a traditional Club but carry a special dues and fees structure.

STEP I: NEEDS ASSESSMENT

A way to accurately identify and understand the needs within community in order to build a strong Optimist Club.

3 STEPS TO A NEEDS ASSESSMENT

PERFORM AN ANALYSIS

Conduct a demographic profile of your community. Identify what other organizations exist in the area and what they do for the community. Remember, while there may be other service organizations in your area, Optimist Clubs are unique. Talk to leaders in the community.

IDENTIFY NEEDS & OPPORTUNITIES

There will always be an opportunity to help others; the key is identifying them. After you have identified the needs, the next step is to identify relevant problems that a Club can help solve. This creates a purpose and focus for the new Club. It also helps the Club form an identity within the community.

IDENTIFY SOLUTIONS

The service opportunities in this community can be fulfilled by starting an Optimist Club. It's up to you to show the new community how an Optimist Club can solve the community's needs. Work with the residents and show them how they have all the resources to better their community, and how an Optimist Club is the vehicle through which they can make changes.

STEP 2: RECRUITMENT

The process of connecting and recruiting with community-minded individuals to an Optimist Club for the purpose of "Bringing out the Best in Kids!"

4 STAGES OF RECRUITMENT

1. Develop a short [elevator speech](#) to answer, "What is an Optimist Club?"
2. Develop a "core group" of key people.
3. Invite them to learn more about Optimist Clubs by hosting an Informational Meeting.
4. After they have adequate knowledge of what the Club is, and what they will do, ask them to join.

STEP 3: MEETINGS

Three types of Meetings exist during the New Club.

Development process. Informational, Meet and Greet, Personal Appointments.

- A. Meet and Greets: These are meetings usually held over a two-hour period during which prospects come to the meeting location for one on one, 15-20 minute presentations about the new Club project.
- B. Personal appointments. Meetings at the prospect's office to talk one on one about the New Club project.
- C. Informational Meeting. 30-45 minutes in a group setting to explain the New Club project. Topics covered include'

Dues and Fees
Potential Projects
New Club Processes and Procedures

Officers Duties and Responsibilities
Optimist Creed

FOLLOW UP

The ongoing process, led by the District, to ensure that each new Club becomes a strong, viable asset with effective leadership that provides excellent service to the community.

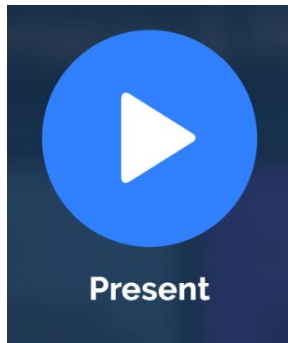
Who is involved in the Follow up process?

Builder of Excellence
Sponsor Club Officers
Lieutenant Governors

Leadership Development Chair
New Club Development Chair
Governor and Governor Elect

APPENDIX III: ONLINE PRESENTATION SLIDE

DECK “Gateway to The Grenadines: Strategic Marketing and Destination Development Plan for Tourism—Carriacou & Petite Martinique”



The slide deck is available at <https://prezi.com/view/0eUC4olfIasxhoImWc7Z/> as a presentation built in Prezi. No download is necessary. Simply tap the Present button in the center of the screen to begin.

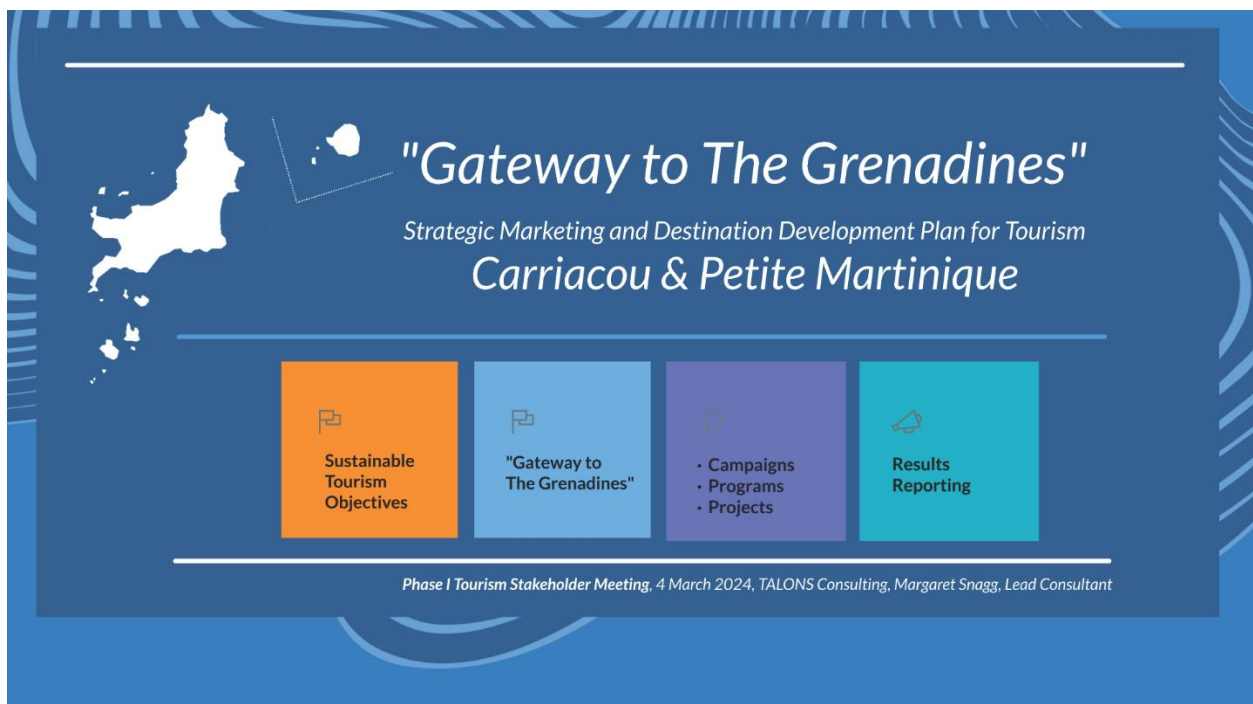
Use navigation indicators to go forward (>) or backward (<), or tap on a particular area of interest to proceed.

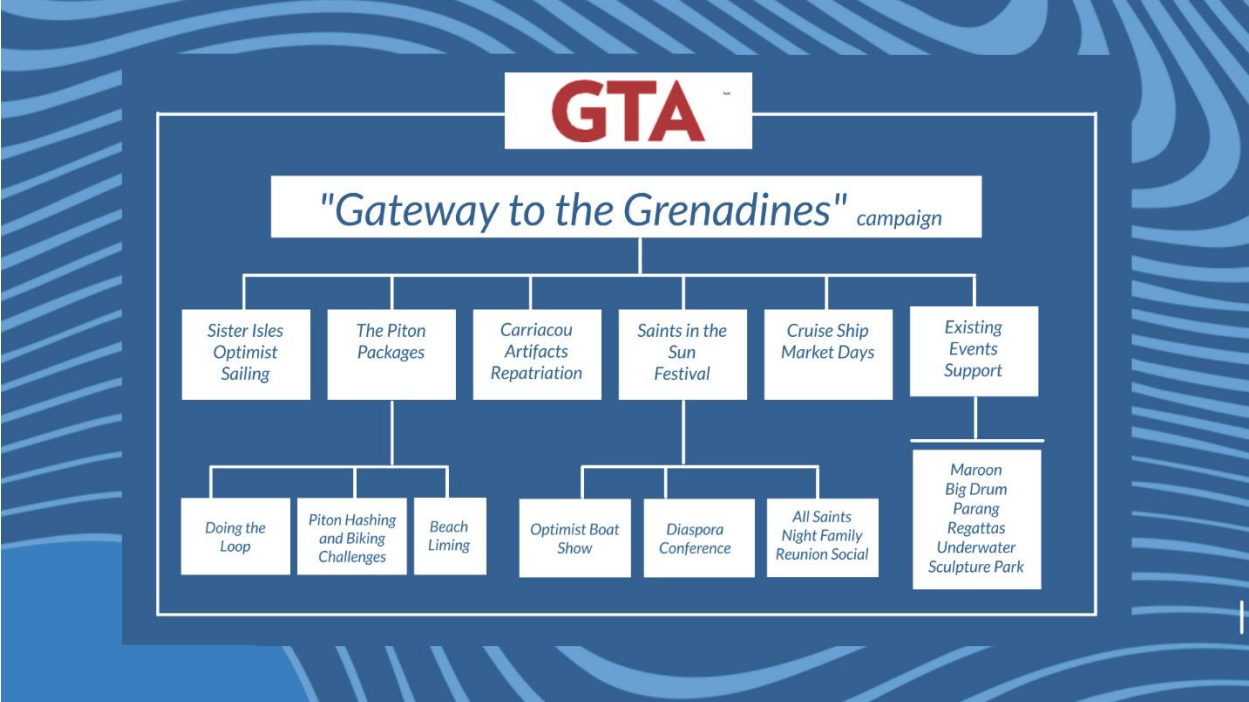


Use the (*house*) icon to return to the home page.

The presentation is best viewed on a desktop device and allows the visitor to self-guide through the elements of the Gateway to The Grenadines campaign.

Viewing on a mobile device is navigated in similar fashion, however the option to tap on a particular section is not available.





"Gateway to the Grenadines"

The overarching campaign to focus on the uniqueness of Carriacou & Petite Martinique.

- One People.
- One Future.
- One Journey.



UNWTO Sustainable Tourism Development in the 2030 Agenda	CTO Sustainable Tourism Development Goals	Grenada Sustainable Tourism Development Goals
SDG-4 Quality Education	SDG-4 Quality Education	SDG-4 Quality Education
SDG-5 Gender Equality	SDG-5 Gender Equality	SDG-5 Gender Equality
SDG-8 Decent Work and Economic Growth	SDG-8 Decent Work and Economic Growth	SDG-8 Decent Work and Economic Growth
SDG-9 Industry, Innovation and Infrastructure	SDG-9 Industry, Innovation and Infrastructure	
SDG-10 Reduced Inequalities	SDG-10 Reduced Inequalities	
SDG-Climate Action		SDG-13 Climate Action
SDG-14 Life Below Water		SDG-14 Life Below Water
SDG-15 Life on Land		SDG-15 Life on Land
SDG-17 Partnerships for the Goals	SDG-17 Partnerships for the Goals	SDG-17 Partnerships for the Goals

GTA

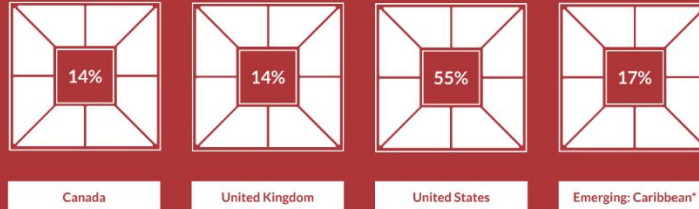
Target Markets

OBJECTIVES

- Stakeholder engagement activities.
- New opportunity for product development and marketing.
- Niche marketing opportunity.
- New festivals.
- Elements of "Gateway to the Grenadines" campaign.
- Environmental awareness and sustainability.

Grenada Tourism Source Markets

Data collection and other standardized initiatives are proposed.
See also *Standard Elements of All Attraction Strategies*.



***Connect Caribe.** A private sector-led regional ferry service launched in Barbados in January to begin in the last quarter of 2024. The service will offer *weekly and daily round trips*, linking Barbados with Saint Lucia, Trinidad and Tobago, St Vincent, Grenada, Dominica, Antigua, Suriname, and Guyana. Specific focus is being placed on the Barbados-Trinidad-Guyana route.

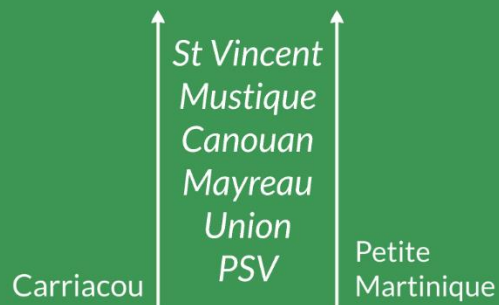
GTA IN SCOPE

- BRANDING and CO-BRANDING
- GOVT WORKFLOWS & PROCESS
- GTA MARKETING CHANNELS
- FISCAL OVERSIGHT
- INTEGRATION
- ENTITY RESOURCES SUPPORT

TALONS IN SCOPE

- STRATEGIC PLANNING
- IMPLEMENTATION
- SURPLUS MARKETING CHANNELS
- BUDGET PROPOSALS
- TIMELINES & SCHEDULING
- ENGAGEMENT & OUTREACH
- ASSISTANCE: info@talonsconsulting.com

One Journey.



One People.

Shakespeare Mas, All Saints Night, Parang, Carriacou Regatta, Canute Caliste, Boat Building, String Music, Big Drum, Kwadril, Shango, Cantiques, Sankey Hymns.

One
Future.



Standard Elements for All Attraction Strategies

*Activities that should take place for all
campaigns, programs and projects.*

Quantitative

Qualitative

Broadcast
Channels

Tasks

"Gateway to The Grenadines"

Campaigns
Programs
Projects
Data Tracking

Sister Isles
Optimist
Sailing
Program

Carriacou
Artifacts
Repatriation
Program

Saints in the
Sun Festival

The Piton
Packages

Cruise Ship
Market Days

Existing
Events
and Support

Sister Isles Optimist Sailing Program on Carriacou & Petite Martinique



AGE LIMIT

- Revive "Opti" sailing with modifications.
- Day Camp recruitment.
- CPR training.
- Top Tier Corporate program sponsor (1 has expressed interest).
- Boat and sailor sponsorship model (3 expressions of interest received).
- Partner with active programs to reduce expenses.
- Talons Consulting Flagship Project.

Carriacou Artifacts Repatriation Program

New program to repatriate Carriacou artifacts to the island from UK, US, Canada and elsewhere. Curator: Andrea McCleod (Carriacou).



Pilot Program

Outreach to owners of artifacts. Digital exhibits as proof of concept. Housing.

Commitment and desire to repatriating artifacts has already been expressed.



Partnerships

Airlines, airports, collection and repatriation negotiations, legal oversight.



Repatriation

Airport exhibits en route. Final journey on traditional Carriacou boat/s from Grenada as public event.

Pottery
Artifact
in the US

Saints in the Sun Festival Carriacou with Petite Martinique



A new festival as an All Saints Night spinoff to showcase culture, ideally during week of All Saints with a family reunion environment to celebrate the variety of art, music and culture on Carriacou and Petite Martinique.

Project Director Jean Simon (Carriacou) created the festival in 2016. This festival program will present a sampling of Parang, String Music, Big Drum, Kwadril, Shango, Cantiques, Sankey Hymns. The primary goal is to engage and embrace the Diaspora in a way that mirrors family reunions to honor ancestors.

Belair
Park
Restoration

Belair Park Restoration

Renovation of the Park is outside the authority of Grenada Tourism Authority and under the administration of Ministry of Carriacou & Petite Martinique Affairs and Local Government.

Recommendation: Ministry of Carriacou & Petite Martinique Affairs and Local Government should take measures to have the Park restored, complete with access to electricity and water, prior to the first annual Saints in the Sun Festival.

Petite Martinique *Piton Packages*



Doing the Loop

A new product for Round De Island (RDI) sailing/speed boat excursions that begin and end in Windward to follow a loop that includes White Island, Sandy Island, the Underwater Sculpture Project, Petite Martinique and back to Windward.



Beach Liming*

Post-event (see above) or beachfront liming at the end of the Loop or following hashing and biking events/competitions for clubs.



Piton Hashing & Biking Challenges

Establish Petite Martinique as the bonus Hashing and Biking location for groups, complete with mapped routes.



Doing the Zip*

A new product for the more adventurous tourist, the experience of enjoying an aerial view of the island and sea are second to none.

**Doing the Zip must be enjoyed prior to Beach Liming.*

Existing Events Support

Maroon Festival	Big Drum	Parang	Regattas	Underwater Sculpture Park (GTA)
Data Tracking	Data Tracking	Data Tracking	Drone Coverage	Data Tracking
Record for Archives	Record for Archives	Record for Archives	Jupa Live Broadcast	Youth Engagement
Annual Brochure*	Annual Brochure*	Annual Brochure*	Optimist Day Camp	Feature Articles/ Content
Succession Plan	Succession Plan	Succession Plan	Social Media & GBN Broadcast	Local Diver Participation
			Annual Brochure*	Annual Brochure*

**Annual Brochure as dedicated marketing collateral for the Sister Isles (print and digital).*

Carriacou Cruise Ship Market Days

New program to create an open market/bazaar in (or in walking distance to) the Port will greet cruise ships and travelers with retail items, souvenirs and crafts. GTA Product to provide guidance on exportable items, quality control measures and space allocation.



- GTA Information/ Promo: Dedicated Brochure Distribution
- Books
- Souvenirs
 - Commercial
 - Museum
- Walking Tour Guides
- Private Bus Tours
- PM Piton Packages



Qualitative

"I began to think that Carriacou is less an island than a club. Now I know it's less island and club than family."

--New York Times. "WINTER IN THE SUN; Open Doors in Carriacou"
By Barbara Lazear Ascher. Oct. 31, 1993



Public Relations through **media monitoring** and value assignments to determine whether coverage/reactions are positive, neutral or negative. Public Engagement through established event enhancements, opinion leader input and advocacy.

Quantitative Data & Marketing Communications Strategies

Provided by Consultants Glendon Langaige and Tonia Charles

Digital Data Tracking through QR codes and data mining (every 30 days) on social media, websites and other channels as appropriate and available. Public Engagement through informational meetings, solicitation of public input, workshop participation and youth mentoring.



Marketing Officers Abroad

Hard copy mailers.
(see also Annual Brochures)



Email

Digital communications using distribution lists.



Social media

Posts and data tracking to observe trends and create new activities and events.



TV

GBN and privately owned broadcast media spots including the Flow/C&W network throughout the Caribbean.

Broadcast Channels Categories

Traditional, Social Media, Diaspora Associations, Foreign Affairs



Local & National



Regional & Niche



Diaspora/Global

Tasks

Postmortem Reviews immediately following events and activities to revise and improve programs and projects.

Stakeholder Surveys using digital platforms and feedback collected in follow-up interviews, round table discussions, etc.

Return on Investment (ROI) Calculations using a basic formula and any details to be gleaned from existing regular reporting.

