

Prince Edward Island Strategic Plan for Tourism 2016-2021

Final Presentation



Prepared for



Tourism Development
International

Contents

Moving from Good to Great

- ▶ Situation Analysis
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Situation Analysis (1)

- ▶ **Organization structures are top-heavy** with unnecessary duplication and fragmentation
- ▶ Need for a **sector-neutral destination management body** for the province
- ▶ **PEI's tourism product**, with some exceptions, has stayed relatively constant in the past two decades
- ▶ The island currently offers a surprisingly **thin portfolio of outdoor soft adventure**
- ▶ Current **PEI marketing** presents a rich summer time product, without a very strong brand positioning

Situation Analysis (2)

- ▶ Resources devoted to visitor servicing are very considerable. **Proliferation of printed materials** which have questionable impact in generating additional business
- ▶ **Marketing activity by the Confederation Bridge** appears to have largely ceased. This is a lost opportunity
- ▶ Improved **operation of the ferry service** is strategically critical to the island's tourism success
- ▶ **Expansion of air services** is a priority

Situation Analysis (3)

- ▶ **Labour force supply** is one of the most pressing issues which needs to be addressed
- ▶ Responsibility for **island-wide tourism industry training** needs to be grasped
- ▶ Industry decision-makers need to be better served by relevant clearly communicated **market research**, as distinct from statistics

Recommendations (1)

- ▶ A new **Vision** is proposed for the PEI tourism sector
- ▶ Significant **institutional changes** are proposed
- ▶ The product development strategy for PEI will comprise a combination of **product consolidation** based on existing products and **product diversification** based on new products and experiences
- ▶ The **PEI Coastal Circuit** is proposed as a flagship project
- ▶ **Six major product development initiatives** are proposed
- ▶ In terms of **human resource priorities**, the issues identified in **TIAPEI's 2014 Strategic Business Plan** continue to require implementation



Recommendations (2)

- ▶ In order to compete, PEI's tourism industry must create more **enriching experiences for the consumer**
- ▶ The destination needs to position itself as a **rejuvenating lifestyle brand** which offers life-enriching experiences
- ▶ A new **brand positioning** is proposed:

Prince Edward Island is small in size but incredibly abundant in stunning sceneries, outdoor activities, culinary delights, cultural product, friendly people and authentic experiences. Its size is one of this Island's greatest assets - you are never far away from your next adventure!

Vision Statement/ Key Points and Broad Principles

Positioning

- Premier maritime
- Island destination
- Living cultural heritage
- Authentic experiences
- Best-in-class customer service

Markets

- Sustain family market
- Appeal to activity/special interest markets
- High value markets
 - US and international

Economic Contribution

- Tourism growth
- Development of value added products
- Focus on quality and diversity
- Extended season
- Increased yield

Principles

- ▶ **Partnerships, Collaboration and Cooperation** - Federal and Provincial Government; Municipalities; Industry and Communities
- ▶ **Product Development** based on Flagships, Clusters, Trails/Circuits and Events
- ▶ **Market Positioning and Targeting**
- ▶ **Best Practice Exemplars** aligned to Proposed Positioning

Strategic Objectives

- ▶ Creation of unique, high quality **visitor experiences** based on the island's rich mix of cultural and natural product
- ▶ **Strengthen data collection and market research capabilities** to better understand the demands and preferences of emerging key markets
- ▶ Use research and funds for **marketing** to optimally target and communicate with these markets
- ▶ **Revisit structures** with a view to reducing unnecessary duplication and administrative burdens
- ▶ Ensure a committed, skilled and **professional industry leadership and workforce**
- ▶ **Improve visitor services** to fulfil the promise of those expanded and more targeted marketing efforts

Goals

Leadership

- Create a stronger voice for tourism that inspires greater industry engagement, aligns and strengthens research, marketing, and product development, and reduces regulatory and administrative burdens within the industry.

Product Development

- Create visitor experiences capable of playing a key role in differentiating PEI as a unique and distinctive island destination with focus in key areas of soft-adventure, nature-based, culinary, and indigenous product and supports the clustering of product.

Marketing

- Communicate clearly and effectively to a well-defined target audience with campaigns which are sufficiently and securely funded.

Access

- Ensure healthy access to the province (air, ferry and bridge) and supporting infrastructure for safe transportation throughout the province. Ensure adequate financing for start-up, expansion and modernization of SMEs.

Labour

- Ensure a committed, skilled and professional industry leadership and workforce to professionally supply peak requirements and support shoulder season expansion.

Strategy - Outline Recommendations

Research

Pillar 1

- **Leadership** - Institutional Architecture and Responsibilities

Pillar 2

- **Product Development** - Offering Authentic Experiences

Pillar 3

- **Market Positioning and Communications**

Pillar 4

- **Access and Infrastructure Facilitation**

Pillar 5

- **Human Resource Priorities**

Collaboration

Pillar 1 - Leadership - Institutional Architecture and Responsibilities

Significant changes are proposed:

- ▶ Establish *Visit PEI* (Working title) as an independent Destination Management Organisation

- ▶ **Funding** for *Visit PEI* from
 - Government - core ongoing activities
 - Private sector levy
 - Partners on a co-operative marketing basis

- ▶ **Refocusing of TIAPEI** - as an advocacy, representation and professional development body for the main constituent groupings within the tourism industry

- ▶ Reduce other regulatory and administrative burdens

Pillar 2 - Product Development

Offering Authentic Experiences (1)

Development strategy involves a mix of proven approaches including:

'Flagship' tourism project

Nature-based/soft adventure

Major product development initiatives (including creation of 'themes', 'hubs', and 'clusters')

Supporting initiatives

Pillar 2 - Product Development

Offering Authentic Experiences (2)

Flagship Tourism Project - PEI Coastal Circuit (Working Title)

Project will involve an exercise in product consolidation based on PEI's three existing coastal drives - PEI's leading experience brand





Pillar 2 - Product Development

Offering Authentic Experiences (3)

Flagship Tourism Project - PEI Coastal Circuit (Working Title)

- ▶ Increase visitor numbers to PEI, extend the tourism season and lengthen visitor dwell time
- ▶ Create a visitor experience capable of playing a key role in the differentiation of PEI as a unique and distinctive island destination
- ▶ Reinforce the particular strengths and characteristics of PEI's coastline while offering visitors a compelling reason to visit
- ▶ Establish a tourism product/experience of critical mass and address issue of product fragmentation

Pillar 2 - Product Development

Offering Authentic Experiences (4)

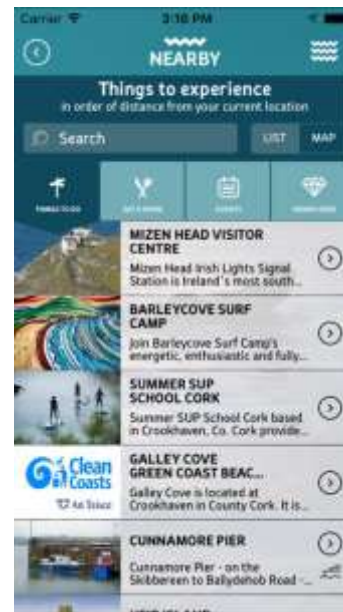
Flagship Tourism Project - PEI Coastal Circuit

- ▶ Enhance **linkages between existing attractions** and facilities
- ▶ Establish a **platform for PEI** tourism enterprises and product providers to ‘showcase’ their offer
- ▶ Establish a **platform for major (new) product development initiatives** (such interventions are far more likely to have an impact as part of a ‘cluster’ initiative)
- ▶ Assist in the **spatial spread of tourism** by directing visitors across the island - from tip to tip

Pillar 2 - Product Development

Offering Authentic Experiences (5)

Best Practice - Touring Routes



Pillar 2 - Product Development

Offering Authentic Experiences (6)

Best Practice - Touring Routes



Snack Box



Photo Stops



App

Pillar 2 - Product Development

Offering Authentic Experiences (7)

Major Product Development Initiatives

Soft Adventure Activity Provision



Pillar 2 - Product Development

Offering Authentic Experiences (8)

Major Product Development Initiatives

First Nations - Mi'kmaq Sustainable Tourism Initiative



Pillar 2 - Product Development

Offering Authentic Experiences (9)

Major Product Development Initiatives

Waterfront Development Initiative



Pillar 2 - Product Development

Offering Authentic Experiences (10)

Major Product Development Initiatives

Confederation Trail Facility and Linkage Development



Pillar 2 - Product Development

Offering Authentic Experiences (11)

Major Product Development Initiatives

June/Spring Initiative



Pillar 2 - Product Development

Offering Authentic Experiences (12)

Major Product Development Initiatives

Culinary Tourism Initiative



Pillar 3 - Market Positioning and Communications (1)

Marketing Objectives

- ▶ **Improve the Island's value proposition and industry productivity** by repositioning from a largely summer destination to a wider, experiential product offer covering a longer season
- ▶ **Increase the desire, intention and delivery of travel to PEI** in key market segments using branding and social media to communicate clear and positive stories designed to meet consumer needs
- ▶ **Increase sales opportunities for commercial partners selling the Island** through well researched campaigns, making it easy for customers to choose PEI through the most favourable communication channels and partners
- ▶ **Increase access options by targeting additional air and cruise traffic**

Pillar 3 - Market Positioning and Communications (2)

Key Requirements to Deliver on Objectives

- ▶ A refocusing of the use of marketing resources to remove duplication and confusion
- ▶ An increase in marketing dollars AND
- ▶ Parallel intensive product development and investment in service quality

Pillar 3 - Market Positioning and Communications (3)

Rational Attributes

PEI's main tourism assets at present are as follows:

- ▶ island location - authenticity
- ▶ beaches and bays
- ▶ fresh food from land and seas
- ▶ safe & family-friendly
- ▶ rich in arts, culture, and history
- ▶ countryside, historic towns
- ▶ automobile touring
- ▶ golf
- ▶ new conference & cruise destination



Pillar 3 - Market Positioning and Communications (4)

Unique Selling Proposition

PEI's "islandness"

- ▶ **Best food and beaches** in Canada along the Island coastline
- ▶ Home of **Anne of Green Gables**
- ▶ **Unique island landscape** and views - red cliffs and rolling hills. North Cape rock reef is longest in North America
- ▶ **Charlottetown**: vibrant capital city on the waterfront and birthplace of Canadian Confederation
- ▶ **Spirit of the Islanders**

Pillar 4 - Access and Infrastructural Facilitation

- ▶ Introduction of innovative pricing and promotion for the **Confederation Bridge**
- ▶ Improved operation of **ferry service** from Nova Scotia
- ▶ Provision of **lay-by viewing points** as part of the development of the PEI Coastal Circuit
- ▶ Unified campaigning to improve **broadband services**
- ▶ Continued improvement in **air access**



Pillar 5 - Human Resource Priorities

- ▶ Priorities identified in **TIAPEI's 2014 Strategic Business Plan** require implementation AND...
- ▶ Set-up informal **mentoring support** for new operators
- ▶ Provide continuous **training in digital marketing** to the SME sector
- ▶ Introduce tax break or **fiscal incentive to over 55s** who work as tourism/hospitality sector employees
- ▶ Modify the rules of the **International Experience Canada (IEC) program**
- ▶ Promote **succession planning** in rural areas via a tax code or other adjustment

Targets



Visitors



Revenue

2016

1.5 million

\$430 Million

2021

Progressive Scenario

1.75
million

\$510 Million

Stretch Scenario

1.85
million

\$550 Million

Moving from Good
to Great