

# VISION 2021 IMPLEMENTATION PLAN: Implementation Oversight

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status
					2017	2018	2019	2020	2021		
1 <b>Communicate Tourism Priorities (Pillars 2-5) to industry</b>	Working with partners, go into the communities across the province to communicate the plan and engage and motivate entrepreneurs and partners to support the successful implementation of this plan.  Include a strong online presence as well.	TIAPEI	Industry (including non-traditional tourism industry) RTAs/DMOs Tourism PEI ACOA Rural Action Centres/ economic development organizations and others	Island-wide communication and engagement							
2 <b>Put in place a process to oversee the implementation, ensure accountability, and measure progress</b>	Define the implementation oversight process including periodic meetings, forward looking reporting, and secure resource support.  Put in place the Committee/Subcommittee structure that will best achieve results.  <i>Stress the importance of defining priorities based on the best potential results and return on investment criteria. And all stakeholders to consider new sources of funding such as Agriculture and Agri-Food Canada, Department of Fisheries and Oceans, Transport Canada.</i>	TIAPEI to task TIAPEI Strategic Leadership Committee	All stakeholders	Accountability Progress on track	Committees established with clear mandates  Process identified, communicated and implemented (including scheduled dates)  Resources secured to support implementation	Committee/ Subcommittee meeting schedule in place  Period reports to TIAPEI Strategic Leadership Committee	Committee/ Subcommittee meeting schedule in place	Committee/ Subcommittee meeting schedule in place	Committee/ Subcommittee meeting schedule in place		
3 <b>Implement regular communication and updates to industry</b>	Define and implement a schedule of periodic communications to industry and other stakeholders to provide updates on progress including through the Tourism Matters website. Consider feedback received during April 12 <sup>th</sup> industry session.  <b>Ensure strategic priorities drive every agenda including TIAPEI annual and semi-annual AGMs and challenge industry with follow-up action.</b>	TIAPEI	RTAs/DMOs	Accountability Performance Transparency Engaged industry and stakeholders	Communications priorities identified including stakeholder group, timing and types of communications	Communications plan/priorities implemented	Communications plan/priorities implemented	Communications plan/priorities implemented	Communications plan/priorities implemented		

## PILLAR 2: Product Development – Offering Authentic Experiences

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status	
					2017	2018	2019	2020	2021			
	Recognize, embrace and take pride in “Anne of Green Gables”. Celebrate Parks Canada’s significant investment and weave “Anne” throughout product development/marketing priorities. Anne is PEI’s Differentiation. No other place has “Anne of Green Gables”.	All stakeholders		Operators and Islanders valuing Anne as reflected in information shared with visitors	Strategic promotion/ communication/ education about Anne to operators and Islanders	Strategic promotion/ communication/ education about Anne to operators and Islanders	Strategic promotion/ communication /education about Anne to operators and Islanders	Strategic promotion/ communication /education about Anne to operators and Islanders	Strategic promotion/ communication /education about Anne to operators and Islanders	Very important – Our Differentiation compared to all other destinations		
1	<b>Culinary Tourism Initiative</b>	Commission the development of a <b>province-wide Culinary Tourism Strategy aligned with Vision 2021</b> (including the next evolution of Fall Flavours; food artisan development; and year-round as well as June specific development opportunities, such as with fresh seafood).	Food Island Partnership	ACOA/Province (funding)  Industry engagement	Growth in visitation and revenue generation	Strategy development  Industry communications	Implementation	Culinary Tourism Strategy targets reached	Culinary Tourism Strategy targets reached	Culinary Tourism Strategy targets reached	Important to build on the momentum and investment; Integrated with other priorities	Request for proposals issued; clear action plan for next evolution of Fall Flavours and other plans identified in Fall
		Establish and promote industry participation in a one-on-one support/ <b>consultation program involving culinary expertise</b> (e.g., tailored Accelerated Market Readiness).	ACOA with promotional support by TIAPEI	Province Holland College/ Culinary Institute of Canada Chefs	Customized one-on-one support for industry	Exploration	Launch  Education/ outreach	# of participants  Satisfaction of companies	# of participants  Satisfaction of companies	# of participants  Satisfaction of companies		
2	<b>Soft Adventure Tourism: (A) Special Support for Entrepreneurs</b>	<b>Design and implement a coordinated mechanism to share and discuss product development priorities, market research, and potential collaboration among DMOs/RTAs.</b>	TIAPEI working with DMOs and RTAs	Tourism PEI ACOA (funding, advice and support)	Quality offerings and linkages across the province	Coordinated structure identified with feedback from RTAs and DMOs	Effective communications and meetings schedule in place	Effective communications and meetings schedule in place	Effective communications and meetings schedule in place			
		<b>Conduct research to determine the best product/market match</b> (including defining “soft adventure” and identifying existing product inventory by region; target markets; opportunities by region and for different seasons that are tied to demand generators; and barriers to further development).	<b>Product Development Committee (New)</b>	RTAs/DMOs Industry input	Growth in entrepreneur investment as a result of efforts to facilitate development	Inventory compiled based on RTAs/DMOs info; opportunities and barriers identified			Continue to evaluate and identify market opportunities		High level of importance	<b>Supports Coastal Communities and Confederation Trail Initiative development</b>
		<b>Reach out to municipalities and other organizations to receive support and jointly address barriers to growth including infrastructure requirements.</b>	TIAPEI	Municipalities Other organizations Entrepreneurs		Outreach to municipalities/ others to address barriers	Outreach to municipalities/ others to address barriers	Outreach to municipalities/ others to address barriers				

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	<b>Implement educational outreach</b> to encourage and promote entrepreneurial investment (including experiential tourism workshop development focused on soft adventure tourism).	TIAPEI	Entrepreneurs Provincial Parks Industry groups (e.g., PEI Fishermen's Association)			Education/ outreach	Education/ outreach	Education/ outreach	Education/ outreach		Experiential tourism workshops took place in 2017
	<b>Enhance existing and new supports made available to new and experienced entrepreneurs including start-up capital and professional development</b> (product development, marketing, start-up costs) (e.g., experiential workshops made available to any participant, Accelerated Market Readiness involving experienced entrepreneurs and other consulting opportunities to support the mentorship of new and experienced entrepreneurs).	ACOA/ Tourism PEI	TIAPEI RTAs/DMOs (communications as part of industry outreach)	New investment and growth in profitable products  Visitor feedback/Real success stories	Exploration	Launch  Education/ outreach	# of participants  Satisfaction of companies	# of participants  Satisfaction of companies	# of participants  Satisfaction of companies		
<b>Soft Adventure Tourism: (B) PEI National Park Support &amp; Engagement</b>	<b>Continually evaluate</b> products available and level of visitor engagement through research.	Parks Canada	Parks Canada Tourism Advisory Group	Visitor satisfaction	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Key priority for Parks Canada	Currently taking place
	<b>Streamline processes to encourage entrepreneurial partnerships</b> to conduct business (or host events) in the PEI National Park.		Industry operators/ partners	Increased entrepreneurial activity in Park that supports Parks Canada and Vision 2021 priorities	Review of processes	Streamlined processes in place (March)  Pilot in PEI National Park – Greenwich explored	Growth in industry partnerships	Growth in industry partnerships	Growth in industry partnerships	Current priority for Parks Canada	In-progress
	Build and promote <b>trail connections</b> (e.g., Gulf Shore East to West and Charlottetown/Brackley Beach).		Parks Canada Tourism Advisory Group Tourism Cavendish Beach		Study to examine greenhouse gas emission reduction	Priorities identified					<b>Tied to Confederation Trail priority</b>

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<b>Soft Adventure Tourism: (C) Packaging/ Education</b>	Facilitate opportunities to encourage and promote <b>increased industry involvement in packaging</b> related to soft adventure tourism (e.g., TIAPEI Marketplace, participation in Packaging Workshops).	TIAPEI	Tourism PEI Packaging Workshops  Tourism Atlantic/ACOA	Growth in industry packages and revenue	Best model for delivery of Packaging Workshops identified  Education/ outreach  # of industry participants	Education/ outreach  # of industry participants	Education/ outreach  # of industry participants	Education/ outreach  # of industry participants	Education/ outreach  # of industry participants	Packaging seen as very important to grow revenue	
3	<b>Mi'kmaq Sustainable Tourism Initiative</b>	Lennox Island	Mi'kmaq Confederacy of PEI Tourism PEI Tourism Atlantic		Funding secured Plan developed	Plan finalized and implemented	Continued implementation	Continued implementation	Continued implementation		Funding request outstanding
	<i>Aligned with Federal-Provincial-Territorial Ministers, Destination Canada, Atlantic Growth Strategy, Provincial Tourism Strategy (Vision 2021) and Aboriginal Tourism Association of Canada</i>										
	Develop a <b>Mi'kmaq sustainable tourism strategic plan, building on the great activity that is already taking place</b> , that is aligned with national and provincial tourism priorities. Align to PEI cultural strategy as well, to support enriching experiences.	Mi'kmaq Confederacy of PEI; Lennox Island First Nation, Abegweit First Nation	Parks Canada (partnerships including Port-la-Joye–Fort Amherst) Tourism Atlantic Tourism PEI Industry  TIAPEI (Communications to industry)  Product Development Committee	Community development specific to First Nations tourism experiences  Increased awareness and understanding of First Nation artisans and experiences  Tourism experiences that respect First Nation traditions and are open to all	Secure funding Initiate development of the strategy  One page overview of the "Experience" that can be delivered as part of existing festivals and events, building on successes with Lobster Festival, Jack Frost and others	Strategy implementation	Strategy implementation	Strategy implementation	Strategy implementation	Very important and timely to build on successes and efforts to-date and support/priorities on a national level	Funding request outstanding  Activities starting to take place but more can be done
	Establish an <b>Aboriginal Tourism Association in PEI</b> .				Association established	Association priorities actioned	Association priorities actioned	Association priorities actioned	Association priorities actioned		In-progress
	Create greater awareness of Aboriginal tourism experiences including an up-to-date <b>database, Familiarization tours, and other</b> .	Lennox Island (database)  TIAPEI (awareness)	Mi'kmaq Confederacy of PEI; Abegweit First Nation	Growth in Aboriginal and	Database created  Part of TIAPEI's Familiarization Tour and other	Updated database  Part of TIAPEI's Marketplace, Familiarization Tour and other	Updated database	Updated database	Updated database		

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	Deliver <b>workshops and supports</b> including trade readiness, product development and pricing to support new tourism experiences, as well as more advanced support for Lennox Island First Nation operators who have products in place.	Tourism PEI Tourism Atlantic/ACOA	Mi'kmaq Conf. of PEI; Lennox Island, Abegweit First Nations TIAPEI Strategic Leadership Committee	non-Aboriginal partnerships	Workshops initiated  Priorities identified for Fall of 2017 and 2018	Support delivered based on diverse needs and level of experience	Support delivered based on diverse needs and level of experience	Support delivered based on diverse needs and level of experience	Support delivered based on diverse needs and level of experience		Aboriginal experiential tourism workshop took place
4	<b>June/Spring Initiative: (A) Meetings and Conventions</b>	Meetings & Conventions PEI	Tourism PEI ACOA City of Charlottetown Municipalities Industry  Charlottetown Airport Authority  Funding to support activities  General public support	Increase in number of meetings and conventions held in PEI and pre-and post activity	Enhanced investment/funding requirements determined	Multi-year funding secured	Multi-year funding secured	Multi-year funding secured	Multi-year funding secured	Continue to build on the momentum and opportunities	Support required
	Increase <b>air access</b> to support increased meetings and conventions activity.				Ongoing dialogue	Ongoing dialogue	Ongoing dialogue	Ongoing dialogue	Activity in progress		
	Receive support from <b>local Ambassadors</b> to bring meetings and conventions to PEI.				Local outreach	Appropriate funding received Local outreach	Local outreach	Local outreach	Local outreach		Efforts in place; funding support required
<b>June/Spring Initiative: (B) Sporting Events</b>	Actively participate in the newly formed <b>Event Atlantic</b> (made up of all levels of government, industry, DMOs, economic development/tourism agencies), including its initiative to expand shoulder season in the region.	City of Charlottetown and City of Summerside  Tourism Cavendish Beach (event fund to be launched in 2017)	Province of PEI (tourism, education/culture, health and wellness) Tourism Atlantic  Event Atlantic	Sport tourism events held year-round and economic development (recognizing that it can take 2 to 5 years to secure an event based on the bidding rotation)	Opportunities to expand shoulder season event business in PEI identified and pursued	Continued pursuit of opportunities	Continued pursuit of opportunities	Continued pursuit of opportunities	Continued pursuit of opportunities	Continue to build on the momentum and opportunities	Activity currently taking place
	Implement <b>sport event priorities for Prince Edward Island</b> identified in the strategic plans of both City of Charlottetown's SCORE Sport Charlottetown and City of Summerside's SETS (Sport and Events Tourism Summerside) and through a collaborative initiative. (Strategies focus on festivals and events, with a strong emphasis on sport events).				Non-peak season events identified and pursued  Strategic priorities implemented	Non-peak season events pursued  Strategic priorities implemented  Media exposure	Strategic priorities implemented  Media exposure	Strategic priorities implemented  Media exposure	Strategic priorities implemented  Media exposure		City specific and shared priorities identified and being actively pursued

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<b>June/Spring Initiative: (C) Open for Business Program</b> <i>Primary focus is May Long/Victoria Day Weekend until end of June. Longer term focus will be to look at expanding the season in October.</i>	Educate operators on the use of Google Search to update hours of operations, coordinates and other information, and educate operators to use this tool to notify visitors about what is open.	TIAPEI Strategic Leadership Committee RTAs/DMOs	Industry making sure their information is up-to-date	Increased visitation and visitor satisfaction because of business activity available (more profitable businesses)	Google Search education and communications  Increased awareness among operators	Education and communication  Increased awareness among operators	Education and communication Increased awareness among operators	Increased awareness among operators	Increased awareness among operators	<b>Very important to support shoulder season activity (meetings and conventions; cruise; festival/events development)</b>	Existing database but operator information is not up-to-date
	Identify and target <b>specific types of operators</b> to ensure they are open for business during specific times including Green Gables House and Port-la-Joye–Fort Amherst National Historic Site. Explore the re-establishment of the Parks and People program to support the opening of Green Gables during off season months.	<b>Product Development Committee</b>	Parks Canada RTAs/DMOs Industry		List of specific operators identified, approached and supported	Specific operators approached and supported	Increasing number of businesses open May/ Victoria Day Weekend to end of June	Increasing number of businesses open May/ Victoria Day Weekend to end of June	Increasing number of businesses open May/ Victoria Day Weekend to end of June		Focused efforts are needed
	Design an online <b>Pre-Event Familiarization</b> program (template) that can be used by RTAs, DMOs, M&CPEI, sport tourism events and other partners to educate and encourage industry to best prepare for upcoming events and to be welcoming and open for business. Learn from West Prince’s experience with “Experience Specialist Training” in the community.	<b>Product Development Committee</b> to design template for use by RTA/DMO M&CPEI, Sport Tourism Events	Event organizers  Visitor Information Centres  Buzz communications		Online format designed	Launch in advance of May/June 2018 activity  Evaluation and updates maybe for 2019	Continual implementation and improvement	Continual implementation and improvement  Identify opportunities for October/Fall	Continual implementation and improvement		A new approach is required
	Promote the availability of <b>PEI National Park for more than just July and August</b> – an initiative of Parks Canada in 2017 to encourage people to visit the park outside of peak season.	Parks Canada Industry Tourism PEI			Marketing campaigns  Communications	Marketing campaigns  Communications	Marketing campaigns  Communications	Marketing campaigns  Communications	Marketing campaigns  Communications		
	Support operators with their <b>human resource needs to stay open in May/June</b> . Learn from best practices including a shared pool of talent in Washington State.  Industry feedback: Employment assistance strategy including staffing, access to seniors and youth/post-secondary students, and training as well as financial support/incentives	TIAPEI HR Committee to discuss priorities/ needs with Product Development Committee	RTAs/DMOs TIAPEI (Passport program) Holland College UPEI Department of Workforce and Advanced Learning Senior Associations	Increased availability of human resources to support Open for Business in May/June	Meet with Dept. of Workforce and Adv. Learning re: May/June pilot support for 2018  Discuss priorities with the College, UPEI, others Increase awareness of TIAPEI’s Passport Program and other initiatives	Initiate pilot and other support/initiatives to support May/June access to human resources	Efforts continued	Efforts continued	Efforts continued		<b>Very important in order to be able to support May/June development</b>



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<b>June/Spring Initiative: (D) Cluster of Events</b>	Develop a long-term strategy for themed <b>Cluster of Events</b> from Victoria Day Long Weekend to end of June with a strategic focus on culture, and potential for events that support Vision 2021 priorities. Leverage existing and new events. A marketing tool to help make a compelling reason for visitors to come, with a central theme and clustering of activities. Learn from "Vacation that the Kids Took Over". Consider fresh seafood as the draw. Ensure there is a sustainable business model. May include product development based on gaps.	<b>Product Development Committee –</b> To task a subcommittee	Tourism PEI  Tourism Atlantic  Event organizers	Increased visitation  Victoria Day Long Weekend/June activity is at the same level as that of September		Multi-year strategy with short and longer term objectives including capacity building and marketing developed based on learnings from Fall Flavours  Strategy implemented	Strategy implemented	Strategy implemented  Evaluation of existing events and examination of gaps	Strategy implemented	Important; Requires strategic investment and collaborative effort	Industry comment (April 12 <sup>th</sup> ) to ensure that this does not include operators from benefiting from the increased activity
	Encourage event organizers to plan activity during the May/June period.  Examples of events taking place in June in 2017 are PEI Jazz and Blues Festival, PEI lobster themed event, BridgeFest 150, Waterways Paddling Festival (Victoria/Borden-Carleton) and Great Enlightenment Buddhist Institute Society Retreat.	<b>Tourism PEI</b>	TIAPEI DMO/RTA communications Industry awareness		Industry awareness of Calendar of Events developed and marketed						Current growth in event activity in May/June
5 <b>Coastal Communities Development</b> (formerly Waterfront Development) <b>Initiative – Involves 'Water</b>	Develop an umbrella plan for Coastal Communities by <b>identifying 'Crown Jewels'</b> categorized based on major hubs of activity and scenic areas.  Put in place the supports including a Development Officer to lead, mobilize and support the community with development.	Product Development Committee	RTAs/DMOs Tourism PEI Tourism Atlantic Industry Parks Canada  Community stakeholders	Coastal community development and itineraries that are of interest to visitors (part of PEI Coastal Circuit as a	Coastal Communities priority development identified  Identify supports for community including Development Officer, funding and other					Very important and linked to soft adventure product development	

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<b>Centric' Communities</b>	<b>Define the differentiator for each community</b> based on an <b>inventory</b> of what is available (soft adventure, restaurants, events, cultural/ geographic ties) that appeals to visitors and <b>identification of gaps and opportunities.</b>	Development Officer working with each community	RTAs/DMOs Tourism PEI Tourism Atlantic Industry  Community stakeholders	primary reason for visitors to come to PEI)	Inventory and differentiation identified for each community	Community planning in progress with support from Product Development Committee  Update on community planning provided to Committee	Community planning in progress with support from Product Development Committee  Update on community planning provided to Committee	Continued progress	Continued progress			
	Continue to strengthen support for the <b>cruise market development</b> including port strategy (e.g., niche, mega yacht) and industry involvement including educational awareness (e.g., TIAPEI Marketplace) and product development (one-on-one specialized consultations).	Tourism PEI Tourism Atlantic Port/harbour authorities PEI Cruise Network (TIAPEI, shore excursions, Industry, Tourism PEI)	Atlantic Canada Cruise Association  TIAPEI	Increased cruise activity (niche port and industry offerings) and opportunity to showcase PEI destination	Education/ awareness continued as part of TIAPEI Marketplace	Education/ awareness continued as part of TIAPEI Marketplace	Education/ awareness continued as part of TIAPEI Marketplace	Education/ awareness continued as part of TIAPEI Marketplace	Education/ awareness continued as part of TIAPEI Marketplace	Short-term priority: continued awareness  Medium to longer term priorities for development (proposal specific)		
6 <b>Confederation Trail Facility &amp; Linkage Development Initiative</b>	Develop and implement a plan for <b>industry engagement</b> (traditional and non-traditional tourism operators) to encourage entrepreneurial activity (new product development and packaging) during the planning and implementation phases.	<b>Product Development Committee (NEW)</b> to task a subcommittee	Tourism PEI Island Trails Department of Transportation (facilities)	Increased entrepreneurial activity	Obtain additional information on current priorities from Tourism PEI/Island Trails	Engagement plan identified and implementation	Engagement plan implementation	Engagement plan implementation	Engagement plan implementation	Engagement plan implementation	Important, continuation of existing development/ priorities in shorter term with planning for further	Development and maintenance priorities in place Tourism PEI (Parks) and Island Trails



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					2017	2018	2019	2020	2021			
	<p><b>Identify priorities based on the best opportunities to develop linkages</b> that will support new revenue generation and enhance existing tourism experiences.</p> <p>Based on the best opportunities, define gaps in terms of infrastructure (e.g., facilities) and safety concerns (e.g., cycling) and opportunities to develop loops to support linkages with demand generators (e.g., Green Gables House) and to address service/product development gaps.</p>	including Tourism PEI (Parks) and Island Trails	<p>Cycling PEI (to be consulted) Industry – traditional and non-traditional tourism operators Parks Canada</p> <p>Other resource: PEI Museum and Heritage Foundation</p> <p>Tourism Atlantic/ACOA/ Federal government (funding)</p>		Commitment and buy-in for funding/ investment discussions held	Existing information reviewed (Island Trails) Gaps and opportunities identified				development to begin in medium-term		
	Develop and implement <b>a plan to address infrastructure requirements</b> (e.g., loop development, interpretative panels and safety).					Priorities and budgets identified	Infrastructure/ gaps addressed	Infrastructure/ gaps addressed	Infrastructure/ gaps addressed			
	<b>Define itineraries and creative/targeted and elevated marketing/promotions</b> (e.g., Experience the Island by bicycle promotion, national cycling event media coverage).						Itinerary and marketing developed and implemented	Itinerary and marketing developed and implemented	Itinerary and marketing developed and implemented			
7	<b>Flagship Tourism Project: PEI Coastal Circuit</b>	Develop and implement <b>a plan for PEI Coastal Circuit marketing tool</b> that involves the clustering of products and itinerary development (aligned with other product development priorities including the Coastal Communities 'jewels').	<b>PEI Coastal Circuit Committee (NEW)</b> made up of Tourism PEI (Marketing, product dev., signage), RTAs/DMOs, ACOA/Tourism Atlantic	RTAs/DMOs (Product development information) Charlottetown Harbour Authority Inc. Meetings & Conventions PEI Communities Industry	Marketing tool that motivates people to come to PEI, increases average length of stay because of so much to do and encourages return visits  Media	Plan development in progress	Plan presented to TIAPEI Strategic Leadership Committee for approval including sufficient funding for marketing, product development, signage and other  Plan finalized and communicated November 2018	Launch 2019	Implementation	Implementation	Very important as a key decision maker that attracts visitors to come to PEI and that then builds on the great product development work of the RTAs and DMOs	Product development work done by each RTA/DMO
8	<b>Culture Development</b>	Stay abreast of the preparation of the <b>PEI Culture Strategy</b> , and encourage alignment of product development with tourism priorities. Include Acadian and Aboriginal cultures as well as immigration and the increasingly diverse face of multi-culturalism.	TIAPEI Industry	Department of Education/ Culture responsible for strategy development	Product development aligned with tourism priorities and growth	Outreach and awareness about respective priorities	Outreach and awareness about respective priorities	Outreach and awareness about respective priorities	Outreach and awareness about respective priorities	Outreach and awareness about respective priorities	Important to ensure alignment with tourism priorities	Request for feedback initiated to support the development of the strategic plan

## PILLAR 3: Market Positioning and Communications

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status
					2017	2018	2019	2020	2021		
1 <b>Ensure province-wide brand and marketing are consistent and aligned with a tourism focus, and are widely-understood and supported by industry</b>	Provide <b>consistent and long-term branding (brand essence) focus to support tourism growth</b> and continual alignment of marketing campaigns to the brand.	Tourism PEI (Marketing)	Industry	Increased visitation as a result of consistent, effective and longer term brand and marketing focus And increased spending per visitor	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Very important to ensure industry understands and supports the brand	Adventure tourism part of 2017 campaign
	Include <b>soft adventure tourism</b> and <b>longer season</b> (especially, to support June/Spring Initiative) as part of marketing campaigns.										
	Ensure alignment and consistency of the PEI tourism brand by <b>sectoral and regional groups</b> (golf, meetings and conventions, Canada's Food Island).  Comment was also made that marketing should recognize growth trend with the motor coach market.	Golf PEI Meetings & Conventions PEI Canada's Food Island Sport Events DMOs/RTAs Family leisure (Tourism Cavendish Beach)	Tourism PEI (Marketing)		Engagement and shared priorities (among all stakeholders)	Engagement and shared priorities (among all stakeholders)	Engagement and shared priorities (among all stakeholders)	Engagement and shared priorities (among all stakeholders)	Engagement and shared priorities (among all stakeholders)		
	Ensure evidenced-based decision making through <b>enhanced marketing research focus</b> .  Facilitate sharing of market research and collective sharing of information among <b>sectoral and regional groups</b> .	All tourism groups  TIAPEI Strategic Leadership Committee	The Centre for Tourism Research Industry Stakeholder groups	Decisions supported by market research	Enhanced usage data gathering (Tourism PEI and Strait Crossing) New license plate recognition system installed  Market research priorities identified, supported and executed	Market research priorities identified, supported and executed	Market research priorities identified, supported and executed	Market research priorities identified, supported and executed	Market research priorities identified, supported and executed		
Ensure <b>strong industry engagement</b> in branding development and in generating greater awareness of the brand.	Tourism PEI (Marketing)	RTAs/DMOs TIAPEI Meetings & Conventions PEI Golf PEI Other	Strong industry participation	Engagement and shared priorities, including education on branding and marketing campaigns	Engagement and shared priorities	Engagement and shared priorities	Engagement and shared priorities	Engagement and shared priorities		Consideration for Pillar 1 Leadership direction	

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	Develop <b>digital cooperative marketing</b> opportunities for operators of all sizes.	Tourism PEI (Marketing)	Operators	Increased exposure of PEI offerings	Opportunities explored for 2018 campaign	Continued	Continued	Continued	Continued			
2	<b>Take online marketing to the next level</b>	Enhance provincial <b>online marketing</b> (including an enhanced website experience and social media) and appropriate balance of digital and print materials.	Tourism PEI (Marketing)	Industry feedback  Latest trends	Target market reach	Online marketing priorities developed for 2018  Stay abreast of trends	Tourism PEI website experience enhanced  Stay abreast of trends	Online usage tracked, evaluated and communicated  Stay abreast of trends	Online usage tracked, evaluated and communicated  Stay abreast of trends	Online usage tracked, evaluated and communicated  Stay abreast of trends	Important to stay abreast of new technologies and have the right balance of print/digital	
		Expand use of online marketing through <b>sector groups and DMOs/RTAs</b> and linkages to partners online.	DMOs/RTAs Golf PEI Meetings & Conventions PEI	Tourism PEI Tourism Atlantic	Target market reach	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		
	Provide support to <b>individual operators</b> in digital marketing including through TIAPEI's Tourism Technology.com and sharing of marketing learnings from Tourism PEI with industry through RTAs, DMOS and direct to industry.	TIAPEI	Tourism PEI (Marketing)	Strong online presence by industry	Program support targeted identified and pursued	Support provided	Support provided	Support provided	Support provided	Support provided		Tourism Technology.com offered now
3	<b>Ambassador program – this is a very important change in our culture</b>	Establish an <b>Ambassadors program</b> to engage tourism and non-traditional tourism operators and the general public in welcoming visitors. Embrace technology, communications in the community, and two-way conversations (e.g., online portal). Learn from Georgetown's experience in engaging the community as Ambassadors. Explore and develop Mystery Shopping program involving traditional and non-traditional tourism operators to participate.	TIAPEI Strategic Leadership Committee made up of RTAs/DMOs and industry	Industry All stakeholders	A more welcoming experience for visitors	Best practices examined  Plan developed Start with tourism operators	Roll out of plan initiated	Further roll out of plan	Evaluation		Important to engage industry in supporting these efforts	New plan/ approach required
4	<b>Capture repeat visitation</b>	Capture visitor information as part of <b>Parks Canada's 150<sup>th</sup> Celebration program</b> that will support promotions for repeat visitation.	Parks Canada	TIAPEI Strategic Leadership Committee	Grow visitation	Database developed	Promotional strategy implemented	Promotional strategy implemented	Promotional strategy implemented	Promotional strategy implemented	Important. Opportunity is now	Process initiated
		Develop <b>creative marketing tools to encourage and support operators and community members</b> in inviting people to come to PEI/return to PEI.	Tourism PEI	TIAPEI Strategic Leadership Committee Industry		Small scale program developed and implemented	2017 efforts evaluated and 2018 initiative developed and implemented	2019 initiative developed and implemented	2020 initiative developed and implemented	2021 initiative developed and implemented	Important. Opportunity is now	

## PILLAR 3: Market Positioning and Communications

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status	
					2017	2018	2019	2020	2021			
	Implement a <b>program to capture repeat visitation</b> piloted with cruise and meetings and conventions visitors.	Tourism PEI (Marketing)	Cruise Meetings & Conventions PEI  The Centre for Tourism Research	Grow the number of cruisers and M&C delegates who return to PEI (longer term trends)	Design program and tracking mechanism (e.g., exit survey)  Secure budget as appropriate	Implement plan	Implement plan Progress evaluated	Implement plan	Implement plan		New plan/ approach required	
5	<b>Cruise marketing</b>	Continue to <b>support and partner with Atlantic Canada Cruise Association including marketing and niche port growth.</b>	Tourism PEI Tourism Atlantic PEI Cruise Network	Charlottetown Harbour Authority Inc. port/harbour authorities	Increase cruise traffic	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Supports increased activity	Partnership with Atlantic Canada Cruise Association is in place
6	<b>Stronger partnerships with agriculture and fisheries</b>	Part of the Culinary Tourism Strategy and Food Island Partnership mandate.	Food Island Partnership	Industry and government	Increased appeal to visitors	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Part of the culinary tourism strategy	Projects/ priorities in place

## PILLAR 4: Access and Infrastructure Facilitation

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status
					2017	2018	2019	2020	2021		
1 <b>Establish a clear advocacy position and short, medium and long-term plan for each issue</b>	Communicate advocacy priorities, actions and outcomes to industry.	TIAPEI Advocacy Committee	Industry As required	Effective and successful advocacy efforts	Communicate advocacy efforts to industry	Communicate advocacy efforts to industry	Continued communication	Continued communication	Continued communication		Also includes employee basic tax exemption
	Support the Ferry Task Force in efforts to advocate for improved operation of <b>ferry service</b> from Nova Scotia).		Ferry Task Force Tourism PEI		Support Task Force priorities/ actions	Support Task Force priorities/ actions	Support Task Force priorities/ actions		Top advocacy priority		
	Unified campaigning to improve <b>broadband</b> services.				Continued efforts	Continued efforts	Continued efforts	Continued efforts	Continued efforts	Top advocacy priority	Efforts in place
	<b>Cruise port</b> infrastructure requirements to support growth/development.		Charlottetown Harbour Authority Inc. Other harbour authorities and marinas		Support CHAI with infrastructure funding requirement	Identified priorities	Identified priorities	Identified priorities	Identified priorities		
	<b>Infrastructure investment in Coastal Communities and Confederation Trail Initiatives.</b>		Product Development Committee		Priorities identified	Priorities identified	Priorities identified	Priorities identified	Priorities identified	Investment is key to support the success of these initiatives	
	<b>Identify and advocate on behalf of risk management areas including with the Charlottetown waterfront infrastructure.</b>		Charlottetown Harbour Authority Inc, City of Charlottetown re: waterfront		Define priorities including the Charlottetown Waterfront	Define priorities including the Charlottetown Waterfront	Priorities defined and pursued	Priorities defined and pursued	Priorities defined and pursued		
	Wholesale pricing with the Confederation Bridge ( <i>as the opportunity arises</i> ).										
2 <b>Continued improvement in air access</b>	Identify and implement strategies to increase air access: <ul style="list-style-type: none"> <li>Commission a leakage study (number of people from PEI using Moncton/Halifax as the first point of air travel)</li> <li>Commission a US air access study</li> <li>Collaborate with Halifax Airport Authority to establish direct air access between China and Halifax, building on an existing pilot (charter service with transport of lobster and cranberries)</li> </ul>	Charlottetown Airport Authority	Tourism PEI Industry Meetings & Conventions PEI  TIAPEI (advocacy support as needed)	Increased air access	Studies commissioned	Recommendations implemented	Continued implementation /support			Important for the growth of tourism in PEI	

## PILLAR 5: Human Resource Requirements

Project/Initiative	Actions	Lead	Partners	Measures of Success	Timeframe					Prioritization	Notes/ Status
					2017	2018	2019	2020	2021		
1 <b>Implement priorities in TIAPEI's 2014 Strategic Business Plan related to human resources</b> (Clear focus is on defining/ refreshing the priorities for 2018-2021 and securing funding)	Deliver <b>self-funded quality service, amenities and experience programs</b> such as Visitor Satisfaction Program, working with funding partners.	TIAPEI HR Committee	Funding Industry leadership, participation and buy-in	Increased visitor experience and satisfaction	HR priorities for 2018-2021 defined and funding secured	Priorities implemented	Priorities implemented	Priorities implemented	Priorities implemented	Priority	Plan identified; funding support required
	Promote <b>training and certification programs</b> (e.g., WorldHost, emerit) for employers and employees to increase the professionalism of tourism in PEI. Implement initiatives to support the professionalization of tourism in PEI. <b>Educate employers</b> of the importance of training and certification programs.		Funding Tourism PEI Tourism Atlantic Employer leadership	Increased participation in training Satisfaction levels	HR priorities for 2018-2021 defined and funding secured  WorldHost/ emerit training Annual targets met Evaluations completed	Training priorities implemented  Annual WorldHost training targets met	Priorities implemented  Annual WorldHost training targets met	Priorities implemented  Annual WorldHost training targets met	Priorities implemented  Annual WorldHost training targets met	Priority	Plan identified; funding support required
	Secure funds to implement key initiatives and priority recommendations (including recruitment and retention) identified in the <i>Prince Edward Island Tourism Human Resource Strategy (2013)</i> commissioned by TIAPEI (consider housing and residences/tourism operators).		Funding Tourism PEI Tourism Atlantic Mi'kmaq Conf. Employment Services	Increased visitor experience and satisfaction	HR priorities for 2018-2021 defined and funding secured		Priorities implemented	Priorities implemented	Priorities implemented	Priority to support shoulder season – May/June expansion	Strategy developed; funding support required
2 <b>Support to industry operators</b>	Explore and develop a strong program to promote, support and help facilitate <b>succession planning (e.g., incentive program)</b> .	TIAPEI HR Committee	Workforce and Adv. Learning/ Skills PEI, Other	Continued strengthening of industry operators and leaders	Program developed based on best practices support/funding	Support and funding secured	Priorities implemented	Priorities implemented	Priorities implemented	Further exploration	
	Explore <b>mentoring opportunities</b> , working with organizations such as Chambers of Commerce and PEI Connectors Program.		Chambers of Commerce		Explore opportunities for partnering						
3 <b>Cook shortage</b>	Support efforts to address <b>shortage of cooks</b> through a partnership with Restaurant Canada.	TIAPEI HR Committee	Restaurant Canada, PEI Chef's Assoc., HC/Culinary Institute Industry	Awareness of the value of Red Seal to employers Retention in PEI	Key action items Pilot with Restaurant Canada implemented	Continued implementation Evaluation				Priority	Series of workshops held Key action items identified
4 <b>Recruitment support explored</b>	Explore and advocate for <b>incentives to work for those who are 55 years</b> and older.	TIAPEI HR Committee		Workforce development		Best practices reviewed					
	Modify the rules of <b>International Experience Canada (IEC) program</b> .		Prov./federal governments			Program challenges and opportunities explored					