

VISION 2021:

IMPLEMENTATION PLANNING - PILLAR 1 LEADERSHIP



TIAPEI Semi- Annual Meeting
April 26th, 2017



TOURISM
MATTERS
PRINCE EDWARD ISLAND
VISION 2021

Project Overview

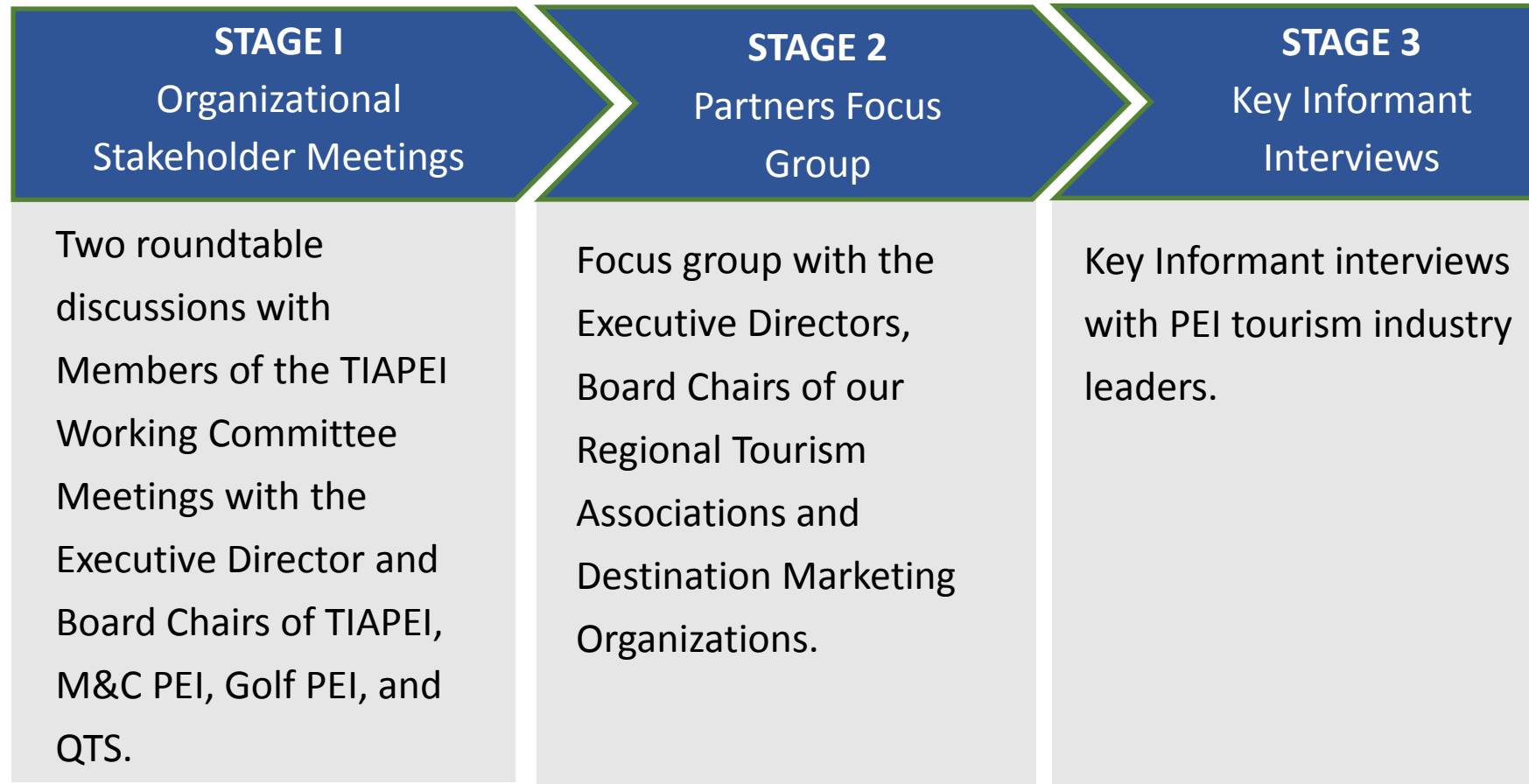
OUR TASK

Building from Pillar 1 of Vision 2021, provide recommendations to improve the tourism leadership structure and recommend a new funding model for PEI's tourism industry

OBJECTIVES

1. Engage select stakeholders and informants
2. Provide commentary as to the overall benefits and any drawbacks of the *Visit PEI* concept
3. Identify gaps in service delivery, explore opportunities to improve service delivery
4. Explore and recommend opportunities to improve collaboration, reduce duplication of efforts and align marketing and product development efforts.
5. Explore and recommend a new leadership model for tourism.
6. Explore and recommend a new funding model or tourism

Consultation Model



Work to Date

1. Secondary research - strategies, studies, contracts, financial information, etc.
2. Environmental scan of PEI tourism service delivery organizations.
3. Funding model best practice research and analysis
4. Development of funding model and meetings for exploration and further refinement
5. Financial analysis as it pertains to physical space and overhead costs (ongoing)
6. Stage I and II of consultations

Key Takeaways to Date

1. Formal consolidation of leadership organizations seen as unfavourable and unnecessary
2. Communication identified as an underlying factor of many issues
3. The strategic alignment and collaborative development of PEI's tourism destination marketing is a key issue amongst leadership organizations
4. Clustering tourism services is seen as logical and beneficial

Key Takeaways to Date...cont'd

5. Governance improvements for Tourism PEI are seen as necessary
6. Funding structure is creating volatile working environments and leading to communication breakdowns and trust issues
7. Tourism membership structure requires simplification
8. Peripheral issues – industry engagement; lack of succession planning and business acquisitions; and long-term planning

Actions for Further Refinement and Vetting

TPEI Governance Improvements



1. *Creation of a new reasonably-sized policy driven board of directors;*
2. *Industry influenced director selection process;*
3. *Director criteria: educated, big picture thinkers, tourism industry representation, and specialist skillsets (e.g. legal and finance); and*
4. *Board training*

Actions for Further Refinement and Vetting

TPEI Governance Improvements



Suggested Objectives to date:

1. *Ensure an inclusive and collaborative planning process is utilized;*
2. *Ensure an effective and efficient process is in place for the dissemination of information;*
3. *Identify and adopt performance metrics to track the success of tourism activities, and the performance of the tourism sector;*
4. *Ensure the roles and responsibilities of leadership organizations are known and understood;*
5. *Ensure the strategic alignment of tourism marketing messaging and materials; and*
6. *Foster an industry culture of collaboration and trust.*

Actions for Further Refinement and Vetting

Clustering of Tourism Services



*Suggested organizations to have a presence:
TPEI, TIAPEI, M&CPEI, Golf PEI, and QTS*

Suggested Services to be housed within Cluster:

- *Membership administration;*
- *Licensing administration;*
- *Marketing and communication;*
- *Product development and investment;*
- *Research;*
- *Access to leadership; and*
- *Satellite office space for RTAs and DMOs.*

Actions for Further Refinement and Vetting

Funding Model



Funding model concept drafted (base appropriation plus performance budget).

Early draft sent to Senior Government Officials.

Under consideration for multi-year funding agreements.

Next Steps

1. Formulation of preliminary recommendations;
2. Execute Stage III of consultations to vet and refine recommendations;
3. Finish financial analysis of clustering organizations;
4. Attach responsibility and timelines to implementation of recommendations
5. Prepare final report

Timeline - anticipated to be completed by the end of May