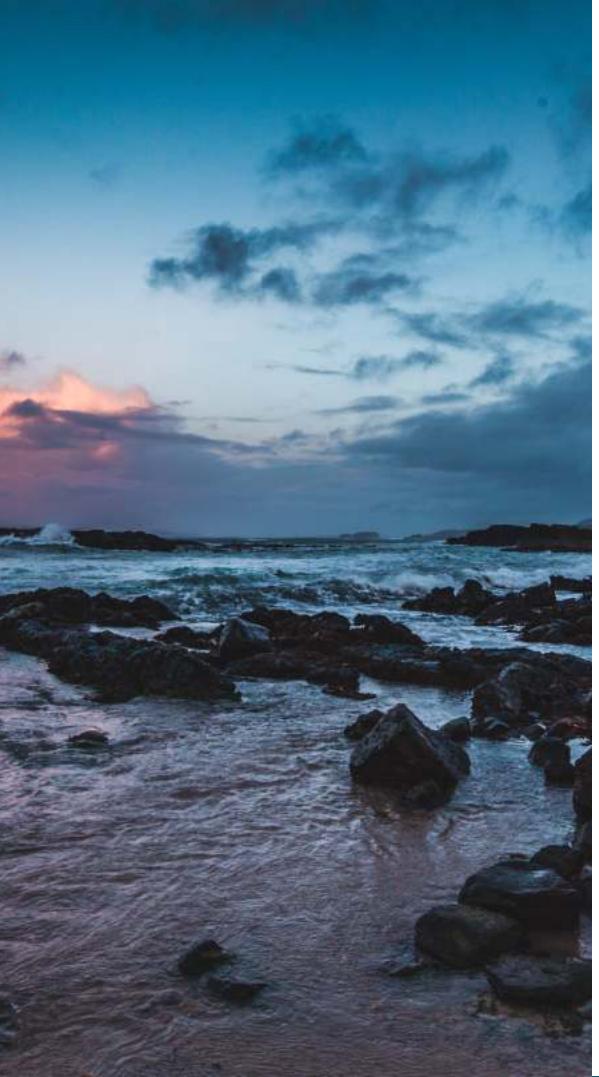




We will place all the identified initiatives on a timeline, sorting them according to their impact & complexity to successfully achieve with an eye for early wins, particularly in year one of our plan's implementation. We will provide guidance on how to best sequence certain initiatives, given the interdependent nature that many will have.

Work Session #7: Prioritization & Phasing

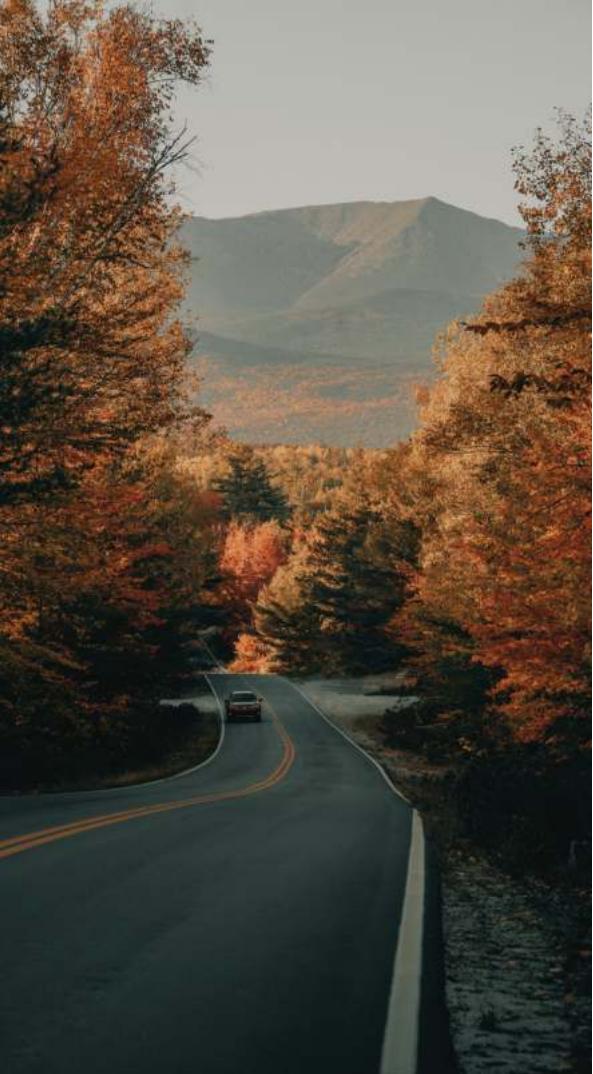
What is the ideal future state we are trying to create for our destination?



Maine ignites a sense of adventure & discovery that inspires generations.

Vision

What is the ideal future state we are trying to create for our destination?



We pursue economic vitality for Mainers in balance with healthy communities and the natural environment through responsible marketing, community advancement, and fostering collaboration among Maine's tourism partners.

Mission

What is our purpose as an organization?



Maine Office of Tourism is a state agency that leads, convenes, and advances Maine's tourism economy by providing resources and education to strengthen the state's tourism industry, fostering a culture of stakeholder collaboration, and developing strategy and best practices to promote and enhance the Maine experience for all.

Position

What unique and sustainable value do we deliver to our stakeholders and clients?



We are **passionate** about sharing Maine's extraordinary beauty and culture with the world.

We are **resourceful** in our work to support the people and places that make Maine one of a kind.

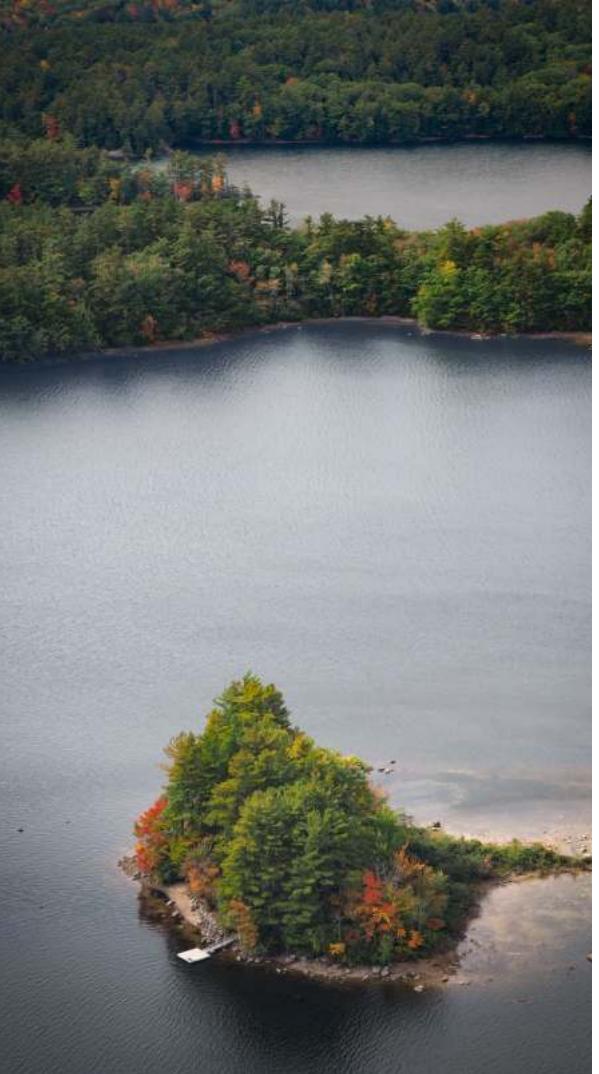
We are responsible **stewards** of Maine's communities, culture, resources and natural assets.

We strive to **help** others in their efforts to advance the prosperity of Maine.

We cherish **teamwork** and collaboration as vital pathways to the successful attainment of our Vision for Maine tourism.

Values

Our fundamental beliefs that shape how we work together and service our mission. Our values define the character of our organization.



Optimize Economic Impact

Promote Destination Stewardship

Advance Destination Development

Prioritize Collaboration & Partnership

Enhance Organizational Effectiveness

Imperatives

What must be accomplished over the planning horizon? What are the overarching areas of focus?



Objectives

1. Increase length of stay
2. Increase per visitor spend
3. Increase diversity of visitors
4. Increase return on investment

Initiatives

- Amplify the essence of Maine to attract travelers who are best aligned to Maine's experiences and ethos
- Invest in marketing intelligence to improve effectiveness and enhance return on investment
- Prioritize diversification of travelers to and within Maine

Imperative: Optimize Economic Impact



Objectives

1. Increase stakeholder awareness of destination stewardship
2. Measure and increase number of communities who pledge to stewardship principles
3. Improve resident tourism sentiment score
4. Increase media coverage of destination stewardship

Initiatives

1. Build awareness of Maine's destination stewardship principles among residents, travelers, and stakeholders to encourage adoption & engagement.
2. Develop and evolve industry programs to encourage destination stewardship.

Imperative: Promote Destination Stewardship



Objectives

1. Optimize number of tourism-ready assets in target categories and locations
2. Improve quality rating of existing assets and infrastructure
3. Increase traveler Net Promoter Score

Initiatives

1. Establish & maintain a robust & accurate inventory of tourism assets.
2. Support & expand programs that improve tourism experience & facilitate product development.
3. Advocate for necessary infrastructure investment.

Imperative: Advance Destination Development



Objectives

1. Increase partner engagement in MOT programs
2. Improve impact and efficiency of MOT programs (more partners served with same or less resources)
3. Increase number and diversity of new stakeholders and organizations
4. Increase number of collaboration projects between stakeholders
5. Increase stakeholder understanding & awareness of MOT's function

Initiatives

1. Evaluate & expand stakeholder communication & engagement strategy.
2. Build partnership network & identify collaboration opportunities.

Imperative: Prioritize Collaboration & Partnership



Objectives

1. Measure and improve employee engagement score (Q12)
2. Increase stakeholder satisfaction of MOT

Initiatives

1. Align MOT team tools and resources in support of strategic priorities
2. Foster positive and productive MOT team culture and work processes
3. Strategically invest in MOT staff professional development

Imperative: Enhance Organizational Effectiveness



"...is an approach to destination governance that seeks to **balance the economic, environmental, and social/cultural** needs of the destination; whilst operating within a legitimate governance model with **active participation** from public and private sectors, as well as the local community."

- World Travel & Tourism Council

Destination Stewardship

What is it?



Stewardship Principles

We believe it is our responsibility to the people and places of Maine that we act as catalysts and advocates for the things that make our state unique, to protect and sustain for many generations beyond us. To that end, we:

Experience

- Empower the industry through collaboration and education to offer experiences that are true to Maine.
- Promote consistent messaging across all stakeholder groups to cultivate a unified brand and an elevated visitor experience.

People & Culture

- Educate visitors and residents alike through impactful storytelling that captures the multi-faceted historical and cultural identity of Maine's communities.
- Preserve and celebrate the authentic character that brings visitors back and encourages residents to stay.

Nature

- Encourage responsible practices and behaviors that protect the flora, fauna, and aquatic environments that are central to Maine's vitality.
- Maintain equilibrium between the promotion of Maine's iconic, popular destinations with Maine's lesser-known hidden gems.
- Uphold a balance between marketing off-the-beaten-path locations and safeguarding Maine's natural assets and resources.

Entrepreneurship

- Enable economic empowerment and uphold Maine's authenticity by showcasing Maine's local makers, artists, farmers, fishermen, and other independently-owned businesses.
- Empower Maine's tourism workforce through education, support, and robust knowledge-sharing that reinforces their confidence in their career choice and livelihood.