



Island Walk (PEI) Inc.

Strategic Plan 2026–2031



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Executive Summary

The Island Walk (PEI) Inc. is Prince Edward Island's premier long-distance trail experience, a 700-kilometre self-guided journey connecting participants with coastal scenery, rural communities, rich heritage, and the quiet rhythm of Island life. Since its launch in 2019 and incorporation in 2022, the IW has grown into a recognized provincial tourism asset, earning national and international media attention and building a passionate community of walkers and cyclists.

This Strategic Plan 2026–2031 builds directly on the foundation established by the Roadmap to Success 2023–2026. It does not start over, it accelerates what is working, addresses what is holding the organization back, and builds the resilience the IW needs to grow with confidence.

Three Strategic Shifts

This plan reflects three important shifts in how the IW defines itself and who it serves. Cyclists are now formally recognized as equal participants alongside walkers. Segmented trips, shorter sections completed over one or more visits, are acknowledged as a significant and growing part of trail use. And PEI residents are recognized as a distinct and valued user group in their own right, not a secondary audience. These shifts are reflected in a refreshed Vision, Mission, and set of Core Values, and they run through every pillar of this plan.

How This Plan Was Developed

The 2026–2031 Strategic Plan was developed through a multi-layered process designed to ensure that the priorities it reflects are grounded in evidence, shaped by those closest to the trail, and informed by the broader tourism and not-for-profit landscape in which the IW operates.

The process began with a review of secondary research conducted in 2025, including existing organizational documents, provincial tourism data, trail sector reports, and the Product Development Framework completed for the IW that year. This secondary research established the strategic context and surfaced the key questions the planning process needed to answer.

Five one-on-one interviews were then conducted with key stakeholders, individuals with direct knowledge of the IW's operations, partnerships, and potential, providing candid, first-hand perspective on what is working, what is not, and where the greatest opportunities lie.

The primary planning work took place over a two-day facilitated Board workshop in May 2026, during which directors reviewed the research findings, refreshed the IW's Vision, Mission, and Core Values, and worked through a structured SWOT analysis to identify the strategic priorities that would anchor the plan. Two stakeholder roundtable sessions broadened the conversation beyond the Board, bringing in partner and community perspectives on experience, infrastructure, and growth. A public survey extended the reach further still, capturing input from trail users, potential users, operators, and Islanders about their experience with and expectations of the IW.

The result is a plan that is evidence-based, collaboratively developed, and directly responsive to what the IW's own community said mattered most.

Six Strategic Pillars

The plan is organized around six strategic pillars:

- **Pillar 1: Partnership, Community Engagement & Government Relations:** Partnerships are the foundation of everything the IW does. This pillar prioritizes formalizing the Province of PEI as a primary partner, pursuing a multi-year MOU, building the industry partnership base using a compelling Business Case, and deepening relationships with key sector organizations including TIAPEI, Cycling PEI, Island Trails, and the Regional Tourism Associations.
- **Pillar 2: Optimizing the Participant Experience:** A commitment embedded in the IW's revised mission. This pillar addresses the distinct needs of walkers, cyclists, and residents; advances ISLA as the central trip-planning tool; builds a stronger network of Trail-Friendly operators; and introduces a Charlottetown storefront and a formalized Trail Guardians volunteer program.
- **Pillar 3: Marketing & Communications:** A single board-approved Marketing Plan is the most important marketing action the IW can take. This pillar consolidates currently fragmented efforts, deepens the IW's presence on Tourism PEI's platforms, and grows communications with partners, stakeholders, and Islanders through a biannual e-newsletter, expanded social media, and a stronger Run, Walk, Bike and Eat event.
- **Pillar 4: Data Collection & Performance Measurement:** The IW cannot demonstrate its full value without credible data. This pillar establishes the measurement infrastructure, trailhead counters, exit surveys, and data-sharing partnerships with Tourism PEI, the Trans Canada Trail, Cycling PEI, and Island Trails, to produce a reliable baseline of who uses the trail, where they come from, and what they spend.
- **Pillar 5: Sustainable Funding & Revenue Generation:** Shifting from annual funding cycles to multi-year agreements with ACOA and the Government of PEI is the single most important funding priority of this plan. In parallel, the IW will build its own revenue through merchandise, premium completion packages, sponsorships and naming opportunities, and a Friends of the Island Walk donor program, recognizing that meaningful financial self-sufficiency will take longer than this plan period to achieve.
- **Pillar 6: Governance:** Sound governance is the platform on which everything else is built. This pillar adopts nine outstanding bylaw revisions, implements a structured board onboarding process, formalizes a suite of policy documents, establishes term limits for Officers, and formalizes an Advisor role to support founder transition and succession planning.

Implementation and Accountability

The plan includes a detailed Implementation Plan across all six pillars, with specific deliverables, leads, timelines, cost ratings, and measures of success organized into three phases: 2026 (planning and foundation), 2027 (activation and delivery), and 2028 and beyond (sustaining and growing). A Monitoring and Evaluation Framework establishes an annual progress reporting cycle, a formal mid-plan review in 2028, and a commitment to transparent stakeholder reporting.

The volume of deliverables in this plan reflects five years of ambition, not a single year's workload. Effective implementation requires the full Board, not only the President and Project Lead. Once adopted, the Board is encouraged to have a dedicated conversation about where each member can best contribute, matching individual strengths, networks, and availability to the work ahead.

The Island Walk is something genuinely rare: a one-of-a-kind experience rooted in place, built on community, and with a clear and growing market. This plan is about making sure the organization behind it is as strong as the trail itself.



Mission, Vision, and Core Values

The Island Walk's vision, mission, and core values have been revisited and refreshed as a foundational element of this strategic plan. This process reflects three important strategic shifts: a broadening of the trail's identity to formally embrace both walkers and cyclists as equal participants in the experience; a recognition that the Island Walk is not only for those completing the full route, as segmented walkers and cyclists represent a significant and growing part of who the trail serves; and an acknowledgement that PEI residents are participants in the Island Walk experience in their own right, not just a secondary audience, but a distinct and valued user group the organization is committed to serving.

Through a facilitated process with the Board of Directors, exercises were conducted to ground the language in what the IW truly is and aspires to be. The resulting vision, mission, and core values were tested at two stakeholder roundtable sessions as well as through broader public outreach via an online survey. The core concepts resonated strongly across all groups.

Vision

The Vision has been refreshed to reflect three important updates: cycling is now explicitly included alongside walking; the geographic scope has been defined, and the experience is understood to serve both those completing the full route and those exploring it in segments. The result is a statement that is both aspirational and inclusive, celebrating the unique character of PEI while reflecting the full breadth of who the Island Walk is for.

North America's premier walking and cycling experience, celebrating the beauty and authentic spirit of PEI.

Mission

The mission statement has been revised to bring partnership, cultural richness, and personal challenge to the forefront, reflecting what the IW delivers and how it delivers it.

Through strong partnerships, the Island Walk (PEI) Inc. facilitates a transformative walking and cycling experience that is welcoming, sustainable, culturally rich, and personally satisfying.

Core Values

Core values are the foundation of organizational culture, they define not just what an organization does, but how it does it. These values serve as a shared compass for the Board, staff, partners, and volunteers, guiding every decision, every partnership, and every experience the Island Walk creates.

- Fueling personal challenge and growth
- Inspiring discovery through exploration
- Connecting walkers, cyclists, residents, communities, partners, and ourselves
- Upholding authenticity in all we do

Situational Analysis

Background

The Island Walk (IW) is Prince Edward Island's premier long-distance trail experience, a 700-kilometre self-guided journey around the province connecting walkers and cyclists with coastal beauty, rural communities, rich heritage, and the quiet rhythm of Island life. Launched in 2019 by a group of dedicated walking enthusiasts and subsequently transitioned to the Island Walk (PEI) Inc., the IW has grown steadily into a recognized provincial tourism asset with national and international media attention from outlets including National Geographic, Lonely Planet, and Porter Magazine.

Building on the Previous Plan

The IW's first formal strategic plan, Roadmap to Success 2023–2026, laid a critical foundation. It established the organizational structure, defined the core mandate, and set the direction for experience development, partnership building, and market growth. The 2026–2031 plan builds on that foundation; it does not restart it.

The 2023–2026 period delivered real progress:

- Steady trail registration growth
- Increased cycling participation
- Substantial media attention
- Growing partnership base

At the same time, key gaps identified in the original plan remain active priorities:

- Data collection and impact measurement
- Operator engagement
- Defensible business case
- Funding sustainability and multi-year agreements
- Road safety on higher-traffic sections of the route

Trail Registrations and User Profile

It is important to note the inherent limitations of the IW's current data. Registration information captures who intends to walk, not whether they came, the length they walked, what they experienced, or spent. This means the figures below represent intent, not verified completion, and almost certainly undercount total trail usage. Establishing more complete and reliable data is a central priority of this plan.

With that context, the available registration data provides the following:

- 311 registrations were recorded in 2023
- 2024 saw a 28% decline to 223 registrations
- 2025 recovered to approximately 235 registrations (+5.5% over 2024)
- 75% of registered users are female; 87% are aged 45 or older
- Virtually all registrants are from outside PEI; Ontario is the leading market
- 73% are walkers; 13% cyclists; 9% e-Bikers

In the broader PEI visitor context taken from Tourism Prince Edward Island exit survey in 2023, 1.6 million non-resident visitors came to the Island in 2023, of whom 17% used the Confederation Trail or other trails, and 4.5% (approximately 72,000 people) came specifically for outdoor activities. With 66% of PEI visitors aged 54–75, the provincial guest profile aligns closely with IW’s emerging demographic, pointing to real and largely untapped market potential.

SWOT Analysis

The following SWOT was developed with the Island Walk Board of Directors during the strategic planning workshop in May 2026.

Strengths

- Only long-distance trail experience of its kind in North America — a unique, defensible positioning
- Accessible and relatively flat route, welcoming to a broad range of fitness levels
- Authentically PEI: coastal scenery, community connection, cultural richness, and a genuine sense of personal accomplishment
- Committed and passionate Board with sound and responsible fiscal management
- Growing community of walkers, active and engaged on the IW Facebook Group
- Eco-friendly, low-carbon experience — an increasingly meaningful differentiator in the travel market

Weaknesses

- Funding consistency remains the organization’s most persistent challenge, limiting the ability to plan with confidence
- Insufficient accommodation and service providers formally connected to the trail
- The business case for supporting IW has not yet been made
- Transportation is a barrier for many prospective users
- Limited data collection makes it difficult to demonstrate the IW’s full economic and social impact
- Low resident awareness
- Francophone market underserved
- Cycling is growing but underserved
- Road safety on approximately 20% of the route requires a formal remediation plan

Opportunities

- Resident and local wellness market offers real potential for year-round engagement, word-of-mouth growth and local support
- The Maritimes and New England are strong near-term feeder markets; Halifax, Moncton, ferry, and airport connections are natural hubs
- PEI’s trail ecosystem (IW, Confederation Trail, Island Trails, ATV trails) is converging through recreationpei.ca and ISLA v2+
- The St. Peters to Greenwich corridor is an identified signature two-day experience with strong product potential
- Growth areas: segmented sections, cycling promotion, and targeted market expansion

Threats

- External economic pressures; global travel costs, fuel prices, conflict, and provincial debt — affect both visitor flow and funding
- Over-commercialization risks eroding the authentic, community-grounded character that defines the IW
- Without sustained investment and organizational capacity, the gap between the IW's potential and its current delivery will persist

This strategic plan is built directly on the findings of the combined analysis. The six strategic pillars that follow are designed to strengthen what is working, address what is holding the organization back, capture the opportunities within reach, and build the resilience needed to manage external pressures. Taken together, they represent a clear and achievable path forward, one that honours the Island Walk's distinctive character while positioning it to grow with purpose and confidence over the next five years.



Strategic Pillars

The six strategic pillars in this section represent the core areas of focus for the Island Walk (PEI) Inc. from 2026–2031. They are the product of an extensive consultation process designed to ensure that the plan reflects the voices of those closest to the trail; its board, its partners, its users, and the communities it passes through.

The development of these pillars began with a review of secondary research conducted in 2025, including existing reports, data, and strategic documents that informed the context and priorities of this plan. Five one-on-one interviews were then conducted with key stakeholders to gather focused input from individuals with direct knowledge of the trail and its operating environment. This was followed by a facilitated two-day workshop with the Island Walk Board of Directors in May 2026, where members engaged in structured exercises to assess the organization's strengths, identify gaps, and set strategic priorities. Two stakeholder roundtable sessions then brought together representatives from the tourism sector, regional tourism associations, trail organizations, government, and the not-for-profit community. An online survey was subsequently distributed to stakeholders who were unable to attend the roundtables, as well as to PEI residents and the public, broadening the reach of the consultation and ensuring that the perspectives of Islanders were captured alongside those of users and industry partners.

Since its launch in 2019, the Island Walk has grown from a grassroots idea into a one-of-a-kind trail experience that connects walkers and cyclists with the people, places, and landscapes of Prince Edward Island. It has attracted national and international media attention including features in National Geographic, Lonely Planet, and Porter Magazine, inspired growing numbers of walkers and cyclists to experience the Island in a truly unique way, and created economic benefits for communities across PEI. These are significant achievements for an organization that is, by any measure, still in the early years of its development.

That context matters. The Product Development Framework completed in 2025 confirmed that the IW is well positioned to appeal to an active, mature travel segment already inclined toward nature-based experiences and repeat travel to PEI, and that the opportunity ahead has real potential. The consultation process that shaped this plan was equally clear about what still needs to be built: data systems, operator relationships, sustainable funding, a stronger marketing and communications presence, renewed governance structures, and a more formal response to road safety are among the priorities that have carried forward and must be addressed in this plan.

The pillars that follow are also built on a set of strategic assumptions about the IW's evolving scope. The 700-kilometre end-to-end route remains the strong anchor of the experience; it is what makes the IW unique in North America and the defining centre of everything the organization does. At the same time, this plan embraces three important expansions: a formal recognition that cyclists are equal participants in the experience alongside walkers, and an acknowledgement that segmented trips, shorter sections completed over one or more visits, which may or may not accumulate to the full route, represent a significant and growing part of who the trail serves. The plan also expands the IW's market focus to formally include PEI residents as a recognized user group, and more precisely aligns the IW's non-resident target markets with those of Tourism Prince Edward Island.

The six pillars that follow are not about starting over. They are about accelerating what is already working, addressing what is not yet in place, and positioning the organization to fulfill its vision, mission, and core values with confidence and accountability over the next five years.

Strategic Pillar 1: Partnership, Community Engagement & Government Relations

The importance of partnerships to the IW's success is not a matter of debate, it is unanimous. Heard consistently from the Board, stakeholders, operators, and the public survey alike, partnerships are not one priority among many; they are the foundation on which the IW's sustainability, credibility, capacity, and participant experience will be built.

The IW's top priority partner is the Province of Prince Edward Island. The province owns and maintains the Confederation Trail (51% of the route) and the roadways (49%), provides critical funding, drives signage and wayfinding, and is the principal marketing engine for tourism on PEI. Every other partnership the IW builds exists, in part, because the province has helped create the conditions that make the trail possible.

Government Relations

Government relations is a strategic priority for the IW, not an operational one. The IW will designate the President as the single point of contact with the Province on all IW matters, funding, road safety, trail maintenance, marketing, and speaking engagements; ensuring consistent, credible, and senior-level engagement.

- Establish a regular annual meeting with the departments of Tourism, Transportation, and Health & Wellness to review results, confirm commitments, and explore opportunities
- Pursue a Memorandum of Understanding (MOU) with the province to formalize shared responsibilities and enable multi-year planning
- Maintain and develop the ACOA relationship in parallel; as the IW grows, key municipalities will also become contributing partners

Industry Partnerships

The participation of industry partners, accommodations, food and beverage operators, transportation providers, trip planners, and retail, is central to growing the IW's capacity and the quality of the participant experience. The Business Case will serve as the primary tool for demonstrating to prospective partners that participation generates measurable value and revenue. Note: The Business Case is discussed in more detail in Pillar #5.

- Develop a concise operator fact sheet from the Business Case; emphasizing shoulder-season revenue extension opportunities (the Business Case is outlined on page 17 under Pillar 5)
- Recruit 4–6 operators to produce short peer endorsement videos (under one minute each) for use at industry events, on social media, and in IW communications
- The Project Lead is responsible for preparing, executing, and reporting on the partner relations plan

Working with Key Influencers and Sector Organizations

Several provincial tourism and sector organizations are well positioned to champion the IW's efforts with potential partners, and to support the IW's broader goals through their own networks and mandates.

- Tourism Industry Association of PEI (TIAPEI): established training partner; provides industry networking and communications; positioned to collaborate on road safety advocacy and facilitate introductions to sector associations

- Regional Tourism Associations (RTAs): connected to communities across the Island; open doors to local networking, operator feedback, and conversations with municipalities on shared infrastructure (washrooms, rest stops, signage)
- Cycling PEI: key partner for trail safety advocacy and infrastructure; will support the IW in managing cycling visitor inquiries, training on cycling data for Isla, and collaborative data collection
- Island Trails: keen to begin data collection collaboration and to explore how its trail network could be incorporated into segmented IW itineraries, offering users a change of scenery and richer experience
- Active living and wellness sector (2027+): organizations with a shared interest in engaging PEI residents as the resident market develops
- Remain open to emerging opportunities and partnerships that align with the plan's strategic direction

Strategic Pillar 2: Optimizing the Participant Experience

Optimizing the experience of the Island Walk for participants is a commitment embedded in the IW's revised mission statement. The experience encompasses ease of trip planning, the amenities, and services available along the route, and the sense of personal safety, accomplishment, and satisfaction the trail delivers.

The IW recognizes three distinct user groups, walkers completing long-distance or segmented trips, cyclists, and PEI residents, each with distinct needs that require deliberate attention. Many recommendations for enhancing the participant experience are detailed in the Experience Development Framework (2025) and will be referenced but not repeated here. The priority actions for the 2026–2031 plan period are as follows.

Understanding the Needs of New User Groups

As the IW formally expands its scope to include cyclists and residents as recognized user groups, early investment in understanding their needs is essential. Research drawing on Cycling PEI, Island Trails, Tourism PEI, TIAPEI, and the Trans Canada Trail will inform trip-planning content, navigation tools, marketing, and operator recruitment.

Cyclist considerations:

- Covered, insured, and secure overnight bike storage
- Access to bike repair services and e-bike charging
- Accommodation that can receive bikes under cover and out of the weather
- Luggage transfer services suited to cyclists travelling with gear, and related equipment
- Route guidance including road surface conditions and traffic levels by segment

Resident considerations:

- Clear information on shorter loop and half-day options
- Trailhead parking and vehicle drop-off points
- Family-friendly and dog-friendly sections
- Seasonal route updates
- Navigation tools connecting local users to nearby services to encourage regular, informal trail use

Accessible and Mobility-Friendly Trail Section

Accessibility is a priority for trail organizations across Canada, and the Island Walk is well positioned to take a meaningful first step. While making the full 700-kilometre route universally accessible is not a near-term reality, the IW will explore the development of at least one designated accessible section or loop, a shorter, clearly marked segment of the trail that is suitable for people with limited mobility, wheelchair users, or those who cannot manage longer distances or uneven terrain. This would extend the IW experience to a broader audience, strengthen the organization's commitment to inclusivity, and align with provincial and federal priorities around accessible tourism. The selection of the section should be informed by existing trail surface conditions, proximity to parking and services, and input from accessibility advocates and organizations.

ISLA as the Central Trip-Planning Tool

ISLA is already at the core of trip planning for the IW, and this plan commits to its ongoing development as the central, comprehensive guidance tool for all user groups. With deliberate investment and planning, ISLA will evolve toward the digital companion vision in the Experience Development Framework (2025): improved navigation, integrated booking, real-time trail alerts, and data collection. Establishing ISLA as this central tool now ensures that future planning and budgeting can align around it.

A Robust Network of Participating Operators

Services for all user groups, accommodation, food and beverage, transportation, and cultural experiences, are central to expanding the IW's capacity and the quality of the experience it delivers. As the operator network grows, the IW will work toward implementing two complementary recommendations from the Experience Development Framework:

- Trail-Friendly Designation for participating operators
- A revised Operators' Partnership Model reflecting the IW's expanded scope and user base

Presence in Charlottetown

A visible, welcoming storefront presence in a high-traffic area of Charlottetown would address several gaps identified through consultation: limited resident awareness, the absence of a clear in-person starting point for non-resident visitors, and the lack of a physical location for merchandise, registration, and celebrating participant accomplishments. The IW will explore securing a donated or nominal-cost space for a May–October pilot.

- Distribute information and sell merchandise
- Register walkers and cyclists; present completion certificates
- Provide online access to the IW website and ISLA
- Refer visitors to trip planners and industry partners for booking support

Trail Guardian Volunteer Network

As outlined in the Experience Development Framework, the IW will activate a formalized Trail Guardians Program, a network of trail enthusiasts and community ambassadors who support the participant experience and the day-to-day operation of trail sections across the Island. Expanding and formalizing this network over the plan period will extend the IW's reach and capacity and deepen its connection to the communities the trail passes through.

- Recruit and train Trail Guardians in key sections, prioritizing areas with high user volume or identified service gaps
- Develop a simple recognition and communications framework to support volunteer retention

Strategic Pillar 3: Marketing & Communications

For the purposes of this plan, marketing and communications serve related but distinct functions. Marketing tactics encourage visitors from outside PEI, and increasingly, residents to choose the IW experience. Communications build and sustain the relationships with partners, stakeholders, and Islanders that make the organization's work possible. Both require data-informed planning and clear priorities, given a limited and variable budget.

The IW enters this plan period with a solid foundation already in place: an established website, a growing social media presence, provincial tourism profile, media relations capacity, and an annual community event. The task now is to focus and align these efforts under a single strategic framework.

Marketing efforts are currently distributed across multiple suppliers and independent contractors, each working from their own direction. A single, board-approved Marketing Plan is the single most important step the IW can take to focus its efforts, set clear expectations, and maximize the impact of every dollar.

Current Marketing Foundation

- Website (theislandwalk.ca): flagship; all calls to action directed here
- ISLA: information engine at the centre of the digital experience
- Social media (Facebook and Instagram): used strategically to reach target markets and profile participants
- Presence on tourismpei.com
- Media relations: responds to visiting media and interview requests
- Run, Walk, Bike and Eat: established annual fundraiser with growing community profile
- Print materials and completion certificates

Marketing Priorities

Comprehensive Marketing Plan

The most important marketing action the IW can take is to develop a single board-approved Marketing Plan, a guiding document approved by the Board, executed by the Project Lead and suppliers, and updated annually. Execution begins February/March to align with visitor planning cycles. The plan will:

- Define key geographic and psychographic target markets aligned with Tourism PEI's priorities
- Establish key messages reflecting the refreshed vision and mission, encompassing cyclists and residents alongside walkers (both long and segmented)
- Identify a single tagline for use across all channels
- Assign budgets, set deadlines, and define success measures for each tactic

Provincial Tourism Integration

With millions of annual visits, www.tourismpei.com is the most influential travel platform for PEI. The IW will ensure it is prominently profiled for all user groups and confirm inclusion in provincial media relations efforts and cooperative advertising opportunities.

Strategic Advertising

Online advertising is the most cost-effective channel for the IW's target markets and budget. A modest allocation for local PEI offline advertising will keep the IW top of mind with residents.

Social Media as Community

Social media is cost-effective and influential for both resident and non-resident markets, but it demands consistent time, attention, and quality. The IW will maintain Facebook and Instagram with quality and consistency, without expanding the network prematurely, and will cultivate these platforms as communities where participants share experiences with each other as well as with the IW.

Partnership Marketing

A dedicated partnership marketing budget line will allow the IW to capture advertising opportunities offered by aligned organizations, buying into a partner's offer or sharing costs on joint campaigns.

Video and Photography

Short-form video and photography are among the most versatile and impactful tools available to the IW. An ongoing budget will be assigned to content reflecting key messages, landscapes, user demographics (walkers and cyclists), and partner services.

Communications Priorities

Databases and E-Newsletter

Organized, well-maintained databases of partners, stakeholders, users, registrants, volunteers, and supporters are among the IW's most valuable assets. The IW will:

- Maintain and grow these databases
- Distribute a biannual e-newsletter to keep the broad audience informed and engaged
- Maintain a separate, targeted communication stream for industry partners: recruitment, testimonials, annual results, partnership updates

Run, Walk, Bike and Eat

This event deserves investment as a signature community event that raises both funds and resident awareness of the IW. A brainstorming session in fall 2026 is recommended to explore ways to expand programming, broaden participation, and elevate the event's profile, including the possibility of moving it to spring or fall to integrate active Island Walk participants into the experience.

Pop-Up Booth

As a complement to the Charlottetown storefront presence outlined in Pillar 2, the IW will organize a portable pop-up information and merchandise booth that can be positioned at key locations and strategic events across the Island. Compact and purposeful, the booth will drive traffic to the website through QR codes, distribute limited print materials, and sell merchandise, extending the IW's physical presence beyond a single location.

Strategic Pillar 4: Data Collection & Performance Measurement

The Island Walk's ability to grow, attract funding, build meaningful partnerships, and demonstrate its value to government and the tourism sector depends on one thing above all else: credible data. At present, the IW operates largely on registration numbers that capture who intends to walk, not who walked, how far they went, how long they stayed on the Island, what they spent, or whether they plan to return. This gap is not unique to the IW, but it is a significant constraint on the organization's ability to make the case for sustained investment and to direct its energy where it will have the most impact.

Tourism Prince Edward Island (TPEI) and the Trans Canada Trail (TCT) both maintain robust data on visitor behaviour, market trends, and for TCT, trail usage. The IW is already engaged in a new partnership with Trans Canada Trail that has the potential to deliver some of the data the organization needs. By aligning the IW's collection efforts with these existing frameworks and filling the gaps they do not cover, the IW can build a credible, comparable evidence base dataset that speaks directly to funders, government, and the tourism industry.

The benchmark data the IW needs is focused and achievable: the number of walkers and cyclists using the trail (both long-distance and segments), user origin (including PEI residents), length of stay on the Island, approximate total spend, and what other activities users participated in during their visit. That last point is particularly valuable for guiding future partnerships and advertising decisions.

One of the most effective long-term data strategies available to the IW requires no new infrastructure of its own, it requires advocacy. Tourism PEI conducts exit surveys of non-resident visitors and collect data from accommodation providers across the province. The IW will advocate for the inclusion of Island Walk and trail usage questions in Tourism PEI's exit survey methodology, and for accommodation data to capture trail-related stays as a distinct category. This approach leverages existing, credible data collection systems rather than asking operators to take on an additional layer of reporting and administration that duplicates what they already provide to Tourism PEI. Achieving this kind of integration will take time and relationship-building, and results are not guaranteed within the plan period, but the ask is reasonable, the alignment is clear, and the payoff for the IW's ability to demonstrate economic impact would be significant.

This pillar also recognizes the importance of the resident market. Islanders who walk or cycle sections of the IW represent a growing and underserved audience, one whose health and wellbeing motivations, frequency of use, and awareness of the trail are not understood. Capturing resident data alongside visitor data will give the IW a more complete picture of its impact and a stronger case for the kind of investment this plan requires.

The timeline is deliberate. 2026 is the planning year: the year to build the partnerships, design the tools, and secure the funding. 2027 is the year to collect. The data gathered in 2027 will form the baseline benchmarks against which 2028 and future-year measures of success will be measured.

A note on trail capacity: as the IW grows its profile and attracts new users, questions about maximum capacity will inevitably arise, from funders, partners, media, and the Board itself. The IW is cautioned against adopting or circulating any capacity figure until the data exists to support it. Without reliable trail counts, completion data, or a formal carrying capacity assessment, any number stated with confidence can quickly take on a life of its own. If it lands in a funder's briefing note, a media story, or a partner conversation, it becomes the IW's number, and the IW will be held to it. Determining realistic maximum capacity across the full route and by segment is, in fact, one of the most strategically important metrics this plan's data collection work will eventually produce. It should be derived from evidence; trail counts, user surveys, infrastructure assessments, and seasonal patterns, not assumed. Until that work is done, the IW's position should be that capacity has not yet been determined, and that establishing it responsibly is part of what this plan sets out to do.

Priorities

- Establish a credible, standardized approach to IW user data collection by 2027
- Develop key data partnerships with Trans Canada Trail, Tourism PEI, the Department of Transportation (TIE), Cycling PEI, Island Trails, and other relevant organizations
- Capture baseline data on walkers and cyclists (long-distance and segmented), user origin including PEI residents, length of stay, approximate spend, and other Island activities during the visit
- Build resident-specific data collection to understand health and wellbeing motivators and trail awareness among Islanders
- Leverage ISLA platform enhancements to support opt-in digital data collection in future versions
- Establish an annual data reporting cycle to track progress against benchmarks year over year

Strategic Pillar 5: Sustainable Funding & Revenue Generation

The IW's ability to deliver on this ambitious plan hinges on securing a sustainable and reliable funding base. Without multi-year agreements, the Board cannot plan with confidence, retain organizational capacity, or make the long-term commitments that partnerships and operators require. The priority is to shift from an annual funding cycle to multi-year agreements with the Government of PEI (Tourism; Transportation, Infrastructure and Energy; and potentially Health and Wellness) and ACOA.

At the same time, the IW cannot rely solely on government and grant funding. Building the organization's own revenue-generating capacity, through operator partnerships, sponsorships, merchandise, premium completion packages, a donor program, and health and wellness partnerships, is a necessary parallel track. The following revenue streams are clearly complementary to, not competitive with, the services and experiences its partners deliver. This will not happen over the course of this plan; it will take several years beyond 2031 to achieve meaningful self-sufficiency.

The Business Case for Investment

The Business Case is the IW's most important tool for unlocking the multi-year funding relationships and operator partnerships this plan depends on. It is not a single document produced once, it is a living asset that consolidates the evidence needed to make the case to government funders and industry partners that investment in the IW generates measurable, attributable return.

The Business Case will draw together:

- **Alignment with provincial and federal priorities:** Demonstrates that the IW is a strategic fit with the Province of PEI's Growing Tourism Together Strategy (2024–2028) and with ACOA's four mandate pillars, not a niche interest, but a natural extension of existing investment priorities.
- **Early indicator data from IW and key partners i.e. TCT:** Registration trends, user demographics, media value, geographic reach, and shoulder-season timing, presented honestly and with appropriate caveats, but with the trajectory clearly visible.
- **Operator testimonials:** First-hand accounts from participating accommodations, food and beverage providers, and transportation operators on the revenue, bookings, and exposure the IW generates for their businesses.

- **Economic impact estimates:** Length of stay, approximate spend per visitor, and regional distribution of that spend beyond the major centres, Charlottetown, Summerside and Cavendish, building toward a credible impact model as data collection matures.
- **A compelling narrative:** The IW is one of a kind in North America, accessible, authentic, and positioned at the intersection of wellness, cultural tourism, and outdoor experience. The Business Case tells that story with evidence behind it.

The Business Case will be developed in 2027 and presented to all primary funders by end of 2027. It will also serve as the foundation for the operator fact sheet, short-form partners videos, the sponsorship framework, and the donor program pitch materials.

Note: To carry real weight with funders and partners, the Business Case should be produced by an experienced external organization with credibility in feasibility analysis and business case development. Third-party involvement is not a formality; it is what transforms a strong internal document into one that funders and partners trust and act on.

Alignment with ACOA's Strategic Priorities

ACOA's mandate to support Atlantic Canadian tourism is organized around four strategic priorities. The Island Walk speaks directly to all four:

- Shoulder and off-peak season tourism: the IW's primary season is September–October, the heart of PEI's shoulder season; future potential for spring and late fall expansion
- Regional dispersion beyond major centres: the IW routes users through every region of PEI, generating economic activity beyond traditional tourism corridors
- High-yield, value-added tourism products: the IW's core demographic (45+, independent, multi-night) is among the highest-yield segments in Atlantic Canadian tourism
- Demonstrated potential to attract off-island visitors: virtually all registered users come from outside PEI; improved data will make this case more concretely

Alignment with Tourism PEI's Growing Tourism Together Strategy (2024–2028)

Tourism PEI's current five-year strategy, Growing Tourism Together, is built around four pillars. The IW aligns with all four:

- Optimizing the tourism enabling environment: the IW advocates for trail infrastructure, road safety, and wayfinding; increasingly a channel for Tourism PEI to support rural operators
- Marketing and sales: the IW's shoulder-season timing, demographics, and niche positioning align with Tourism PEI's high-yield market focus; co-marketing on fall travel is a logical opportunity
- Improving tourism products, experiences, and infrastructure: segmented itineraries, cycling expansion, and the Trail-Friendly operator program align directly with PEI's product development goals
- Improving tourism capacity: ISLA, the Trail-Friendly program, and RTA partnerships all contribute to a more capable, digitally enabled operator network

Revenue Streams

The Island Walk is a partnership-driven facilitator, not a direct service provider. This is one of its greatest strengths and one of its most significant constraints when it comes to revenue generation. The risk of competing with the operators and partners on whom the IW depends on is real and must be taken seriously. Any revenue

strategy must be built on streams that are clearly complementary to, not competitive with, the experiences and services its partners deliver.

The following revenue streams reflect that principle and represent meaningful progress toward greater financial self-sufficiency, though the IW recognizes that this shift will unfold over time, well beyond the life of this plan.

Branded Merchandise

Merchandise is the IW's most immediate and conflict-free revenue opportunity. Currently available only online, there is significant untapped potential in physical retail.

- Formalize agreements with Visitor Information Centres and retailers near key trailheads to capture the moment of inspiration at the trail
- Islanders represent a meaningful local market for IW-branded products

Premium Completion Packages

A tiered registration model where basic registration remains free, but a premium package adds a completion medal, pin, and certificate for a fee. Inspired by the Camino de Santiago's Compostela model, this approach adds value without creating barriers to access.

- Extends to segmented users: annual recognition for each section completed, building toward full trail recognition over multiple years, each visit is a return trip, renewed registration, and incremental revenue

Sponsorships and Naming Opportunities

Trailhead installations, section naming event sponsorships, and digital recognition offer the IW a way to work with the corporate and private sector without competing with hospitality or tourism operators. These arrangements provide visibility for sponsors across physical trail infrastructure, the IW's website, and its social media channels, while generating revenue for the IW and, where appropriate, contributing to infrastructure or programming costs.

Friends of the Island Walk: Donor and Patron Program

As the IW's public profile grows, so does the opportunity to build a community of supporters who believe in what it stands for. Former walkers and cyclists are a warm and motivated audience for a structured donor program with tiered patron recognition.

Note: offering tax-receipted donations would require either establishing a separate foundation with charitable status or partnering with an existing registered charity, a longer-term consideration requiring Board discussion and legal guidance.

Priorities

- Develop and present the Business Case to all primary funders in 2027
- Secure a multi-year funding agreement with ACOA by end of 2028
- Secure a multi-year funding agreement with Government of PEI by end of 2028
- Investigate merchandise distribution through VICs and retail locations near key trailheads by 2027
- Launch a premium completion package by 2027 as a revenue-generating enhancement to registration
- Develop a sponsorship and naming opportunities framework for Board approval by September 2026
- Explore and, if deemed viable, pilot a Friends of the Island Walk donor program by 2030

Strategic Pillar 6: Governance

The Island Walk (PEI) Inc. was incorporated in 2022 with bylaws established at that time to govern its operations as a new not-for-profit. As part of the 2026–2031 strategic planning process, the Board undertook a review of its governance framework. Several governance documents prepared for the IW in 2022 had not previously been shared with the full Board; with those documents now in hand, their recommendations are carried forward here. The goal is not to add administrative burden, but to ensure the IW has the clear, simple policies and practices it needs to operate with confidence and accountability.

Bylaw Review: Recommended Updates

The following bylaw updates were recommended in 2022 and remain outstanding. The Board is encouraged to formally adopt these changes at the earliest opportunity.

Area	Recommended Change	Rationale
Directors (Article V)	Remove Article V(3) — allows the Nominating Committee Chair to appoint officers; does not reflect current practice	Removes an outdated provision that could undermine democratic board governance
Directors (Article V)	Revise Article V(4) to simplify staggered term limits: two-year terms, maximum three consecutive terms without Board approval	Ensures continuity while keeping language clear and practical
General	Replace all references to 'Chair' with 'President' and 'Vice Chair' with 'Vice President' throughout	Aligns bylaw language with the actual title used
Officers (Article VI)	Remove reference to 'Chief Executive Officer' from Article VI(3)	Eliminates confusion between the volunteer board President and a paid executive role
Fiscal Year (Article VIII)	Change fiscal year-end from April 30 to March 31	Aligns with provincial and federal grant reporting timelines

Electronic Meetings (Article IX)	Add language formally authorizing electronic meetings and e-voting	Provides express authority for virtual and hybrid practices already in use
Annual Meeting (Article IX)	Remove the requirement to hold the AGM in May; replace with 'within three months of fiscal year-end'	Provides flexibility to align with funding requirements and stakeholder availability
Addition	Establish a formal Advisor role	Reflects the operational reality of the organization and supports founder transition
Addition	Establish term limits for Officers	Ensures continuity and succession planning

Founder Transition and the Role of Advisor

The Island Walk was built on the vision, dedication, and deep institutional knowledge of its founder. As the organization matures and builds for the long term, it is both appropriate and important to formalize a path for the founder to remain engaged in a way that reflects contribution without constraining the organization's independence.

In practice, the founder already serves in an advisory capacity, bringing historical perspective, community trust, and relationship continuity to the organization's work. What is missing is a formal structure that recognizes and supports this role.

The IW will establish a formal Advisor designation through a bylaw amendment, providing a recognized path for the founder, and for future board members or long-tenured contributors, to remain engaged without the obligations and fiduciary responsibilities of board service. Advisors participate in a non-voting capacity, offering strategic counsel, institutional memory, and relationship support at the invitation of the Board or President.

Formalizing this role reflects the IW's commitment to thoughtful succession planning and to building an organization that is sustainable well beyond the contributions of any single individual.

Establish Term Limits for Officers

Term limits for Officers; the President, Vice President, Secretary, and Treasurer are an important element of sound governance that the IW's bylaws do not currently address. Without defined term limits, the organization risks over-reliance on a small number of individuals, volunteer burnout, and missed opportunities to bring fresh perspectives and new leadership into key roles. Clear term limits also signal to funders, partners, and the broader community that the IW is building an organization designed to outlast any one person's tenure.

It is recommended that Officers serve two-year terms, renewable for one additional consecutive term with Board approval, for a maximum of four consecutive years in any single Officer role. A Board member who has completed two consecutive terms in an Officer role may stand for election to a different Officer position or return to a general director role without restriction.

Recognizing that small not-for-profit organizations sometimes face the practical reality of limited succession pipelines, the bylaws should also include a continuity clause: where no qualified successor is available and the incumbent Officer is willing to continue, the Board may, by resolution, extend the Officer's term on an annual basis until a successor is identified and appointed. This provision should be used as an exception, not a norm, and any extension should be formally recorded in the Board minutes.

Board Member Onboarding

A structured onboarding process ensures that new board members are set up to contribute effectively from day one. All incoming directors should complete the following within their first thirty days:

- Sign the Code of Conduct and Conflict of Interest Policy prior to their first board meeting
- Complete a one-on-one orientation with the Project Lead (operational context, current priorities, active files)
- Complete a separate one-on-one meeting with the Board President (governance context, culture, expectations)
- Receive digital access to current strategic plan, last six months of meeting minutes, current budget, governance manual, all policies, and bylaws
- Review the Skills Matrix and complete their personal profile

The Project Lead is responsible for coordinating the onboarding process.

Annual General Meeting

The Island Walk's AGM is currently an internal Board function. As the organization matures and its stakeholder community grows, the IW has an opportunity to transform the AGM into a broader annual gathering that reflects the organization's values of transparency, partnership, and community connection. It is recommended that the IW begin inviting key stakeholders to its AGM including funders, operator partners, not-for-profit collaborators, government representatives, and engaged community members who contribute to the development and delivery of the Island Walk experience. An open AGM signals accountability and builds trust with the people and organizations the IW depends on. It also serves a longer-term strategic purpose: exposing a wider community to the IW's work, results, and leadership creates a natural pipeline for future board recruitment, volunteer engagement, and succession planning. The transition need not happen all at once a modest first step of inviting a small group of aligned stakeholders is a low-risk way to begin building this culture of openness.

Policy Documents

The following policies are drafted in plain language, included as appendices to this plan, and ready for formal Board adoption:

- Financial Policy (Appendix A): signing authority, budget approval, expenditure limits, expense reimbursement, and financial reporting
- Conflict of Interest Policy (Appendix B): defines conflicts, outlines disclosure and recusal obligations, includes annual declaration form
- Code of Conduct (Appendix C): standards for professional behaviour, confidentiality, inclusivity, and board conduct
- Incident and Emergency Response Policy (Appendix D): steps for responding to trail incidents or emergencies involving users, staff, or volunteers

Future Policy Priorities

In addition to the policies above, the Board is encouraged to develop and adopt the following within the first two years of the plan:

- Communications and Media Policy: defines who speaks on behalf of the IW, who approves messaging, and how the Board and staff respond to media inquiries
- Partnership and Sponsorship Policy: defines who is authorized to set rates, negotiate terms, and sign contracts, ensuring all partnership agreements are entered into consistently and with Board oversight
- Data Privacy Policy: ensures personal information is collected, stored, and used in compliance with PIPEDA and applicable provincial legislation; to be available on the IW website
- Environmental Sustainability Policy: formalizes the IW’s low-impact, eco-friendly commitment; can also serve as an advocacy tool encouraging operators and partners to adopt sustainable practices

Government Partners as Ex Officio Members

As the IW moves toward multi-year funding relationships with its core government partners, the Board should explore inviting representatives from ACOA and Government of PEI (either Tourism PEI or the Department of Transportation, Infrastructure and Energy, optimally someone who can speak for both), to serve as ex officio members of the Board. Ex officio members participate in a non-voting capacity by virtue of their position, not through the standard nomination process. This arrangement gives key funders direct visibility into the IW’s governance and operations, strengthens the line of communication with government partners, and signals transparency and accountability.

Board Skills Matrix

The Skills Matrix (Appendix F) is a tool for identifying the range of expertise on the current Board and guiding recruitment when vacancies arise.

- Use the Skills Matrix to ensure the Board has the depth needed to govern effectively across all areas of the IW’s expanding mandate
- Review and update the matrix annually

The strategic planning process surfaced an important and unresolved governance question: board members do not yet share a common understanding of who is responsible and accountable for key organizational decisions. This is a known gap, and it is one this plan directly addresses through bylaw revisions and new policy documents. These tools will not resolve the question overnight, they need to be adopted, used, and tested in practice. The Board is encouraged to revisit roles and responsibilities formally one year after the plan is adopted, using the RACI exercise as a structured check-in to assess whether clarity has improved and to make any further adjustments needed.

Implementation Plan

The following tables outline the specific deliverables, leads, timelines, and measures of success for each of the six strategic pillars. Together they form the operational roadmap for 2026–2031.

COST RATING	COMPLEXITY RATING
A = Over \$25,000	1 = High: significant planning, resources, or structural change required
B = Between \$10,000 and \$25,000	2 = Moderate: coordination and some resource investment needed
C = Under \$10,000	3 = Low: quick win, straightforward to implement

A note on capacity: the volume of deliverables in this plan reflects the scope of the IW's ambitions over five years, not the workload of any single year. That said, the Project Lead and President cannot carry this plan alone. The President is encouraged to recruit Board members to take the lead on deliverables that fall within their areas of expertise, and to treat active participation in implementation as part of their board commitment. Once the plan is adopted, the Board is encouraged to have a dedicated conversation about where each member can best contribute, matching individual strengths, networks, and availability to the deliverables ahead.

Pillar 1: Partnership, Community Engagement & Government Relations

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Laying the Foundation					
Designate President as single point of contact with Province; communicate to all government contacts	President	2026	C	3	Confirmed and communicated to all parties
Formalize data-sharing partnership with Island Trails; begin exploring segmented IW itineraries using Island Trails network	President/ Project Lead	2026	C	2	Agreement in place; data collection underway; at least one segmented itinerary concept identified

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Formalize partnership with Cycling PEI covering trail safety advocacy, visitor inquiries, cycling data training, and data collection	President / Project Lead	2026	C	2	Partnership agreement signed; roles confirmed across all four areas of collaboration
Develop a road safety advocacy position on the approximately 20% of the route on higher-traffic roads; engage Cycling PEI, TIAPEI, and the Department of Transportation, Infrastructure and Energy to define a remediation approach and assign accountability	President / Project Lead	2026	C	2	Road safety brief or position paper completed; issue on the agenda for the annual government relations meeting; at least one departmental commitment to a next step
2027 — Building and Activating Relationships					
Hold first annual meeting with Province (Tourism, Transportation, Health & Wellness); confirm commitments and explore collaborative opportunities	President	2027	C	2	Meeting held; outcomes documented and actioned
Create operator fact sheet from Business Case; develop key value messages for industry recruitment	Project Lead	2027	C	3	Fact sheet produced and ready for distribution
Launch operator recruitment campaign including testimonial videos and industry workshop at TIAPEI and RTA events	Project Lead	2027	C	2	4-6 videos produced; workshop delivered at minimum one industry event; new operator sign-ups tracked
Engage all RTAs in structured partnership discussions; identify local networking and communications opportunities	Project Lead	2027	C	2	Meetings held with all RTAs; at least two collaborative activities underway
Begin MOU discussions with Province of PEI to formalize shared responsibilities and multi-year expectations	President / Board	2027	C	1	MOU discussions initiated; draft framework in development

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2028 and Beyond — Formalizing and Deepening					
Execute MOU with Province of PEI	President / Board	2028	C	1	MOU signed and in effect
Expand municipal engagement; identify opportunities around rest stops, washrooms, and interpretive signage	Project Lead	2028	C	2	At least two municipal conversations initiated; at least one tangible outcome identified
Annual review of partnership plan; adjust operator recruitment targets and strategies based on results	Project Lead / Board	Annual	C	3	Annual report presented to Board; targets reviewed and updated

Pillar 2: Support for Participants

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Research and Groundwork					
Research distinct needs of cyclists and residents as user groups; consult Cycling PEI, Island Trails, Tourism PEI, and Trans Canada Trail	Project Lead	2026	C	2	Research complete; findings documented and shared with Board; incorporated into ISLA and website planning
Develop ISLA enhancement roadmap aligned with digital companion vision in the Experience Development Framework (2025)	Project Lead / Vendor/ Board	2026	A or B? I say A	1	Roadmap approved by Board; priorities and budget confirmed for 2027 development
Identify and secure Charlottetown storefront location and operator partner for May 2027 launch	Project Lead / Board	2026	C	2	Location confirmed; agreement in place for 2027
Develop Trail Guardians volunteer program framework; define roles and recruitment plan	Project Lead	2026	C	2	Framework documented; roles defined; recruitment plan ready for 2027 activation

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2027 — Delivering the Experience					
Launch Charlottetown storefront (May to October)	Project Lead	2027	B	2	Storefront operational; participant registrations, merchandise sales, and visitor contacts tracked
Integrate cyclist-specific and resident-specific content into ISLA and website	Project Lead / Vendor	2027	B	2	Content live; user engagement with new content tracked
Activate Trail Guardians volunteer program; recruit and onboard first cohort	Project Lead	2027	C	2	Volunteers recruited and active on designated sections; participant feedback captured
Develop Trail-Friendly operator designation criteria in consultation with partners and best practices	Project Lead / Board	2027	C	2	Criteria established; pilot group of operators identified
Identify and initiate partnerships with active living and wellness sector organizations to support the development of the resident market; explore joint programming, communications, and data sharing	President/ Project Lead	2027	C	3	Minimum two wellness sector organizations engaged; at least one collaborative activity or shared communication underway by end of 2027
Research and identify at least one trail section or loop suitable for designation as an accessible/mobility-friendly route; consult with accessibility advocates to confirm criteria and validate the selection	President/ Project Lead	2027	B	2	Section identified and assessed; accessibility criteria established; recommendation presented to Board; next steps for signage and promotion confirmed
2028 and Beyond — Sustaining and Growing					
Launch Trail-Friendly operator designation program	Project Lead	2028	C	2	Designations awarded; operators using designation in their own marketing
Revise Operators' Partnership Model to reflect expanded scope including cyclists and residents	Board / Project Lead	2028	C	2	Revised model approved and communicated to all current and prospective partners
Advance ISLA toward full digital companion functionality including booking integration, real-time alerts, and data collection	Project Lead	2028+	A	1	Enhanced features live; user adoption and engagement tracked year over year

Pillar 3: Marketing & Communications

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Planning and Consolidation					
Develop comprehensive Marketing Plan; consolidate all suppliers and contractors into single coordinated approach; present to Board for approval	Project Lead / Board	2026	C	1	Marketing Plan approved by Board; circulated to all suppliers; ready for March/April 2027 launch
Audit and clean stakeholder, partner, user, and registrant databases; segment for targeted communications	Project Lead	2026	C	2	Databases updated and segmented; ready for e-communications
Establish single tagline for use across all channels; confirm with Board and communicate to all suppliers	Board / Project Lead	2026	C	3	Tagline confirmed; adopted consistently across all channels and by all suppliers in 2027
Hold fall 2026 brainstorming session on Run, Walk, Bike and Eat event expansion; explore seasonal shift, goal and programming enhancements	Board / Project Lead	2026	C	3	Session held; recommendations documented; 2027 event plan confirmed
2027 — Execution					
Launch Marketing Plan; begin Feb/March execution aligned with visitor planning cycles	Project Lead	2027	A	2	Plan in market on schedule; key metrics tracked against defined targets
Deepen IW profile on tourismpei.com for all user groups; confirm inclusion in provincial media relations and cooperative advertising	President / Project Lead	2027	C	2	IW featured for all user groups; at least one cooperative advertising opportunity confirmed
Launch twice-yearly (late winter and fall) e-newsletter to full stakeholder and supporter database	Project Lead	2027	C	3	Two issues distributed; open rates and subscriber growth tracked
Produce 4-6 operator testimonial videos; distribute across social media, website, and industry events	Project Lead	2027	B	2	Videos produced and in distribution; engagement tracked across channels
Commission video and photography assets aligned with key messages; prioritize short-form content	Project Lead	2027	B	2	Asset library produced; deployed across website, social media, and partner channels

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Assign and activate partnership marketing budget; pursue minimum two cooperative marketing opportunities	Project Lead / Board	2027	C	3	Minimum two cooperative campaigns executed; reach and results tracked
2028 and Beyond — Optimizing and Growing					
Annual Marketing Plan review and update; assess prior year results; adjust targets and tactics	Project Lead / Board	Annual	C	3	Updated plan approved annually; results versus targets documented
Deploy pop-up information and merchandise booth at key events and locations across PEI	Project Lead	2028	B	2	Booth deployed at minimum four events annually; merchandise sales and contacts tracked, added to database
Evaluate and grow Run, Walk, Bike and Eat event; assess expanded programming and seasonal timing	Project Lead / Board	2028	B	2	Event attendance and fundraising targets set and tracked year over year

Pillar 4: Data Collection & Performance Measurement

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Planning & Partnership Development					
Define the IW data needs framework: what data is required, from whom, in what format, and to what end	Board	2026	C	3	Data needs document approved by Board; shared with key partners
Map existing data sources held by Tourism PEI, TCT, TIE, Cycling PEI, and Island Trails; identify gaps relative to IW's needs	Project Lead / President	2026	C	3	Gap analysis completed and documented
Initiate and formalize data-sharing partnership discussions with Trans Canada Trail, Tourism PEI, TIE, Cycling PEI, Island Trails, and Confederation Trail	Project Lead / President	2026	C	2	Partnership conversations underway; MOU or letter of intent in place with at least two organizations

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Research trail counter options, including counters capable of differentiating walkers from cyclists; identify preferred locations	Project Lead / President	2026	C	3	Options assessed; recommendation presented to Board with locations and cost estimate
Identify and apply for funding to support trail counter installation and exit survey pilot	Project Lead / President	2026	C	2	Funding applications submitted; at least one source confirmed
Advocate to Tourism PEI for the inclusion of the IW and trail usage questions in the exit survey methodology, and for accommodation data to capture trail-related stays as a distinct category	President	2026	C	2	Formal request made to Tourism PEI; issue on the agenda for the annual government relations meeting; commitment to explore inclusion confirmed or next steps identified
2027 — Data Collection Year					
Install trail counters at a minimum of 5 key trailheads; counters must differentiate walkers from cyclists	Project Lead / Vendor	2027	B	2	Counters installed and operational; baseline count data collected for full season
Design and deploy an in-person IW exit survey at key trailheads for a minimum two-week pilot period; capture origin, length of stay, spend, activities, return intent, and resident health/wellness motivators	Project Lead/ Vendor	2027	B	2	100-150 completed surveys; all benchmark data fields captured
Implement resident-specific data collection to capture Islanders' use patterns and awareness of IW (can be exit survey as above)	Project Lead/ Vendor	2027	C	2	Resident data collected as distinct segment; health and wellbeing motivators documented
Assess feasibility of shared mobility data purchase with partners, pursue if cost-shared funding is available	President	2027	A	1	Feasibility assessment completed; decision made; data acquired if funded
Compile and analyze first full year of multi-source data; present findings and benchmarks to Board	Project Lead/ Vendor	2027-28	C	2	First IW Data Report completed; key benchmarks established for all priority metrics

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2028 and Beyond — Embedding and Reporting					
Work with ISLA platform developers to integrate opt-in user tracking and a digital exit survey into future versions of ISLA, respecting Canadian privacy law	Project Lead/ Vendor	2028	B	1	ISLA data collection fields active; opt-in mechanism operational; data flowing
Establish an annual IW Data Report as a standard deliverable, shared with the Board, key partners, and funders	Project Lead/ Board	2028	C	3	Annual report template in place; first full report published; report informs annual planning cycle

Pillar 5: Sustainable Funding & Revenue Generation

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Building the Case and the Foundation					
Initiate multi-year funding discussions with ACOA; request a minimum three-year agreement	President	2026	C	2	Meeting held; multi-year application or proposal submitted
Initiate multi-year funding discussions with the Department of Tourism and Culture and the Department of Transportation, Infrastructure and Energy (TIE)	President	2026	C	2	Meetings held with both departments; funding proposal or budget submission prepared
Explore funding opportunity with the Department of Health and Wellness, positioning IW's resident wellness, and health benefits	President	2026	C	3	Meeting held; alignment with wellness mandate confirmed or ruled out; next steps identified
Develop a sponsorship and naming opportunities framework; present to Board for approval	Project Lead/ Board	2026	C	2	Framework approved by Board; at least one sponsorship opportunity actively in market

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2027 — Securing Agreements and Launching Revenue Streams					
Develop a comprehensive IW business case with outsourced expert, articulating alignment with ACOA and Tourism PEI and rationale for multi-year funding	Project Lead/ Board	2027	B	2	Vendor sourced, business case document completed and approved by Board; ready for funder presentations
Secure at least one multi-year funding agreement with ACOA and a provincial government department	President	2027	C	1	Two multi-year agreements signed; minimum three-year term; funding confirmed for 2027-2030
Identify VIC locations and retail partners near key trailheads willing to carry IW merchandise; negotiate terms and supply chain	Project Lead	2027	C	2	Minimum 5 retail or VIC locations carrying IW merchandise; first-season sales tracked
Launch a premium completion package (medal, pin, and certificate) as an opt-in paid enhancement to registration	Project Lead/ Board	2027	B	2	Package launched; uptake rate and revenue tracked against target
Design and launch a segmented user recognition tier: annual recognition (medal, pin, or certificate) for each IW section completed, building toward full trail recognition over multiple visits	Project Lead / Board	2028	C	2	Segmented recognition program launched; uptake rate tracked; incremental revenue from repeat registrations documented year over year
Secure first corporate or trailhead sponsor under the sponsorship framework	Project Lead	2027	A	2	At least one sponsorship agreement signed; sponsor recognition in place
2028 and Beyond — Diversifying and Sustaining					
Launch a Friends of the Island Walk donor and patron program (tax-receipted) with tiered recognition	Project Lead/ Board	2028	C	2	Program launched; minimum 10 donors in first year; annual donation revenue tracked
Renew or extend all active multi-year funding agreements; pursue any outstanding agreements not yet secured	President	2029	C	1	All primary funders on multi-year agreements

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Conduct annual financial sustainability review; report diversification of revenue sources to Board	Project Lead/ President	Annual	C	3	Annual report completed; revenue mix tracked year over year; targets met or adjusted

Pillar 6: Governance

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Foundational Governance					
Formally adopt the nine bylaw revisions recommended in the 2022 governance review	Board	2026	C	2	Bylaws updated, approved by Board, and filed with the appropriate registry
Formally adopt the Financial Policy, Conflict of Interest Policy, Code of Conduct, and Incident & Emergency Response Policy	Board	2026	C	3	All four policies adopted by Board resolution; signed copies on file
Implement the board onboarding process for all current and then new directors	Project Lead/ Board	2026	C	3	Onboarding checklist in use; all current directors have completed and new directors completing all steps within 30 days of appointment
Update and complete the Skills Matrix for the current board; use to identify recruitment gaps	Project Lead/ Board	Annually	C	3	Skills Matrix completed; gaps identified and shared with Governance & Nominating Committee
Invite ACOA and Government of PEI to hold ex-officio seats on the Board	President	2026	C	3	Two ex-officio positions filled
2027 — Policy Development					
Develop and adopt a Communications & Media Policy; designate official spokesperson(s)	Project Lead/ Board	2027	C	2	Policy adopted; spokesperson(s) named; all board members briefed
Develop and adopt a Partnership & Sponsorship Policy; define signing authority for contracts	Project Lead/ Board	2027	C	2	Policy adopted; signing authority defined and documented

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Develop and adopt a Data Privacy Policy aligned with PIPEDA and applicable provincial legislation	Project Lead/ Board	2027	C	2	Policy adopted; privacy compliance confirmed by legal review or comparable assessment
Conduct first annual board self-evaluation	Project Lead/ Board	2027	C	3	Evaluation completed; findings presented to Board; at least one improvement action identified
Repeat the RACI exercise with the full Board to assess whether roles and responsibilities are clear, identify any remaining gaps and adjust or add policies accordingly	Project Lead/ Board	2027	C	3	RACI exercise completed; findings presented to Board; policies updated or added if needed; Board confirms shared understanding of roles and decision-making authority
Expand the AGM to include key external stakeholders; funders, operator partners, not-for-profit collaborators, government representatives, and engaged community members; develop a simple invitation and agenda format that balances governance requirements with a broader audience	Project Lead/ Board	2027	C	3	First open AGM held; minimum 20 external stakeholders invited and 10 attending; format documented for future years
2028 — Embedding and Continuous Improvement					
Develop and adopt an Environmental Sustainability Policy; communicate commitments to partners	Project Lead/ Board	2028	C	2	Policy adopted; sustainability commitments shared with partners and reflected in IW communications
Conduct annual board self-evaluation and Skills Matrix review; update recruitment plan accordingly	Project Lead/ Board	Annual	C	3	Annual evaluation completed; Skills Matrix current; any identified gaps addressed in recruitment cycle
Review all governance policies on a biennial basis or upon significant organizational change	Project Lead/ Board	Biennial	C	3	Policy review schedule maintained; updates recommended to Board as needed

Monitoring and Evaluation Framework

Achieving the goals of this strategic plan requires more than strong intentions, it requires a disciplined commitment to tracking progress, learning from results, and adjusting course when needed. This section outlines how the Island Walk (PEI) Inc. will monitor implementation, evaluate impact, and report to its Board and stakeholders over the 2026–2031 plan period.

Measures of Success

Each deliverable in the Implementation Plan includes a Measure of Success. These measures serve as the primary checkpoints for annual progress reviews. They are designed to be observable and reportable and will be tracked by the Project Lead or designated lead for each pillar.

Progress against each measure will be compiled into an Annual Progress Report, prepared each winter by the Project Lead and presented to the Board at the Annual General Meeting. The report will summarize what was delivered, what is on track, what was deferred and why, and any recommended adjustments to the coming year's priorities.

A Phased Approach to User Metrics

One of the defining characteristics of this plan is its honest acknowledgment of a data gap. As identified in the Situational Analysis, the Island Walk's registration data captures who intends to walk the trail, not who came, how far they walked, what they experienced, or what they spent. Setting quantitative user targets without a reliable baseline would produce numbers without meaning.

For this reason, the plan takes a deliberate two-phase approach to performance measurement:

Phase 1 — Build the Measurement Infrastructure (2026-2027)

The focus of the first phase is implementation: deploying trailhead counters, launching a post-walk survey, and improving registration-to-completion tracking. Rather than asking operators and accommodation providers to take on additional reporting, the IW will advocate for Tourism PEI to incorporate Island Walk and trail usage questions into its existing exit survey methodology and accommodation data collection, leveraging systems already in place rather than creating new administrative burden. By the end of 2027, the Island Walk will be collecting consistent, credible data on trail use.

Phase 2 — Set Evidence-Based Targets (2027 onward)

Once phase 1 data is in hand, the Board will have an actual baseline, real user counts, completion rates, spending estimates, and participant profiles. At a dedicated planning session in 2027/2028, the Board will review this data and formally adopt quantitative performance targets for the remaining plan period (2028–2031). These targets will be grounded in evidence, not assumptions.

Annual Review Cycle

The following annual reporting cycle will guide monitoring and reporting throughout the plan period:

- Spring: Project Lead reviews progress against Implementation Plan deliverables for the current year; flags any adjustments needed
- Winter: Annual Progress Report prepared and distributed to the Board in advance of the AGM
- AGM: Board reviews and accepts the Annual Progress Report; approves priorities and resource allocation for the coming year
- Following AGM: Updated Implementation Plan shared with key partners and stakeholders as appropriate

Mid-Plan Review

In 2028, Island Walk will conduct a more formal mid-plan review. This review will assess overall progress against the six strategic pillars, evaluate whether the organization's priorities remain relevant considering new data and changed conditions, and recommend any material adjustments to the plan's direction for 2029–2031. The mid-plan review will be led by the Project Lead in consultation with the President and presented to the full Board for discussion and approval.

Accountability

Accountability for monitoring and evaluation is shared across the organization:

- Project Lead: Day-to-day tracking of deliverables; preparation of Annual Progress Report; data collection oversight
- Board of Directors: Annual review and acceptance of progress reports; approval of any material plan adjustments; setting of user metrics in 2027
- Board Committees: Where established, committees (e.g., Finance, Governance) support monitoring within their areas of responsibility

Transparency and Stakeholder Reporting

The Island Walk is committed to being open with its stakeholders about what it is achieving and where challenges remain. A summary of annual progress will be shared with funders, operator partners, not-for-profit collaborators, government representatives, and engaged community members through distribution at the AGM, the organization's website, social media channels, and direct communications, in plain language that reflects the organization's values of authenticity and accountability.

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2026 — Establishing the Framework					
Develop Annual Progress Report template; define metrics, format, and reporting timeline that aligns with the Implementation Plan	Project Lead / Board	2026	C	3	Template approved by Board; reporting calendar confirmed
Present the M&E framework to the Board; confirm accountability structure, roles, and reporting expectations	Project Lead	2026	C	3	Framework accepted by Board; Project Lead, Board, and Committee roles confirmed
2027 — First Reporting Cycle and Baseline					
Compile first Annual Progress Report (Winter 2027/28); assess progress against all 2026–27 deliverables; integrate first-year baseline data from Pillar 4	Project Lead	2027–28	C	2	Report completed and distributed to Board in advance of AGM; at least one plan adjustment identified and actioned
Board sets evidence-based user metrics following receipt of 2027 baseline data	Board	2027–28	C	2	User metrics approved by Board; incorporated into future Annual Progress Reports and planning cycles
Share summary of Annual Progress Report with key partners and stakeholders following AGM	Project Lead	2028	C	3	Summary distributed; partner and stakeholder feedback captured
Deliverable	Lead	Year	Cost	Complexity	Measure of Success
2028 — Mid-Plan Review					
Conduct formal mid-plan review: assess overall progress against all six strategic pillars, evaluate strategic assumptions, confirm or adjust priorities and resource allocation for 2029–2031	Project Lead / Board	2028	C	1	Mid-plan review completed; findings documented and presented to Board; updated Implementation Plan approved
Ongoing — Annual Monitoring Cycle					
Spring: Project Lead reviews progress against current-year deliverables; identifies any required adjustments and flags to Board	Project Lead	Annual	C	3	Annual spring review completed; any material adjustments brought to Board for approval

Deliverable	Lead	Year	Cost	Complexity	Measure of Success
Winter: Prepare and distribute Annual Progress Report to Board in advance of AGM	Project Lead	Annual	C	3	Report prepared on schedule; delivered to Board in advance of AGM each year
AGM: Board reviews and accepts Annual Progress Report; approves priorities and resource allocation for the coming year; Updated Implementation Plan shared with key partners as appropriate	Board	Annual	C	3	Report accepted; annual priorities confirmed; Implementation Plan current and distributed
Biennial review of strategic assumptions; assess whether plan direction remains appropriate given changes in the operating environment	Board	Biennial	C	2	Assumptions reviewed; any material changes documented and presented to Board

Appendices

Policy Templates for Board Adoption

The following policies are drafted in plain language for clarity and ease of use. Bracketed items [] indicate where the Board needs to insert names, roles, or specific details before formal adoption.

Appendix A: Financial Policy

Effective Date: [Date] | Approved by the Board of Directors of Island Walk (PEI) Inc.

Purpose

This policy establishes clear guidelines for the fiscal management of the Island Walk (PEI) Inc. to ensure responsible use of funds, appropriate oversight, and accountability to members, funders, and the public.

Signing Authority

Cheques, contracts, and financial commitments shall be signed as follows:

- Amounts up to \$[amount]: authorized by [Role, e.g., President / Project Lead]
- Amounts from \$[amount] to \$[amount] requires co-signature of [Role] and [Role, e.g., Treasurer]
- Amounts over \$[amount] requires Board approval and co-signature of [Role] and [Role]

Budget

An annual budget shall be prepared by [Role] in consultation with the Finance Committee and presented to the Board of Directors for approval prior to the start of each fiscal year. Any unbudgeted expenditure exceeding \$[amount] requires advance Board approval.

Financial Reporting

[Role] shall prepare and present financial statements to the Board at each regular board meeting. Statements shall include a summary of revenue and expenses to date compared to budget.

An annual financial review or audit shall be conducted by an independent reviewer as required by funders or the Board.

Expense Reimbursement

Board members and authorized staff may be reimbursed for reasonable expenses incurred on behalf of the organization. All claims must be submitted with original receipts and approved by [Role] within 30 days of the expense being incurred.

Banking

The organization shall maintain its primary bank account with [Bank Name]. All new accounts or changes to signing authority require Board approval.

Adopted by the Board of Directors:

Board President: _____ Date: _____

Board Secretary: _____ Date: _____

Appendix B: Conflict of Interest Policy

Effective Date: [Date] | Approved by the Board of Directors of Island Walk (PEI) Inc.

Purpose

This policy ensures that board members and staff of The Island Walk (PEI) Inc. act in the best interests of the organization and avoid situations where personal or fiscal interests could influence their decisions.

What Is a Conflict of Interest?

A conflict of interest exists when a board member or staff member has a personal, financial, or professional interest in a matter before the board that could, or could appear to, influence their judgment. This includes interests held by immediate family members or organizations they are affiliated with.

Obligations

- Board members and staff must disclose any actual or potential conflict of interest as soon as they become aware of it.
- A director with a conflict of interest must not participate in discussion or vote on the matter in question.
- The conflict and the director's absence from the decision must be recorded in the meeting minutes.
- If uncertain whether a conflict exists, the individual should disclose the situation and let the board decide.

Annual Declaration

All board members shall complete and sign the Annual Conflict of Interest Declaration below at the start of each term and whenever their circumstances change in a relevant way.

ANNUAL CONFLICT OF INTEREST DECLARATION

I, _____, a member of the Board of Directors of Island Walk (PEI) Inc., declare that to the best of my knowledge, I have disclosed all actual and potential conflicts of interest known to me as of the date signed below.

Known conflicts or potential conflicts (describe or write "None"): _____

Signature: _____ *Date:* _____

Appendix C: Code of Conduct

Effective Date: [Date] | Approved by the Board of Directors of Island Walk (PEI) Inc.

Purpose

This Code of Conduct sets out the standards of behaviour expected of all board members of The Island Walk (PEI) Inc. It reflects the organization's commitment to ethical, inclusive, and effective governance.

Professional Conduct

All board members are expected to:

- Act honestly, in good faith, and in the best interests of the organization always
- Come prepared to board meetings and participate actively in discussion and decision-making
- Respect the authority of the board as a whole, individual directors have no authority to act on behalf of the organization unless explicitly authorized
- Support board decisions once made, even when they personally disagree
- Refrain from directing or criticizing other board members or staff outside of formal board processes
- Treat all board members, staff, contractors, and partners with courtesy and professionalism

Confidentiality

Board members shall keep confidential all information shared in closed board sessions, including financial details, personnel matters, and any discussions designated as in-camera. Confidential information shall not be shared outside the board without prior authorization.

Inclusivity and Respect

Island Walk (PEI) Inc. is committed to a board culture that is inclusive, respectful, and welcoming to people of all backgrounds, identities, and experiences. Board members shall:

- Treat all individuals with dignity and respect, regardless of gender, race, ethnicity, age, ability, sexual orientation, religion, language, or any other characteristic
- Use inclusive language in all board communications and meetings
- Actively support a board environment where all voices are heard and valued
- Challenge exclusionary behaviour, language, or assumptions when they arise

Social Media and Public Communications

Board members shall not share confidential board information on social media or in any other public forum. When posting about IW in a personal capacity, members should make clear they are sharing their own views and not speaking on behalf of the organization.

Conflict of Interest

Board members are expected to always comply with the organization’s Conflict of Interest Policy.

Acknowledgement

I have read and understood the Code of Conduct of Island Walk (PEI) Inc. and agree to uphold these standards throughout my term as a board member.

Name: _____ Role: _____

Signature: _____ Date: _____

Appendix D: Incident and Emergency Response Policy

Effective Date: [Date] | Approved by the Board of Directors of Island Walk (PEI) Inc.

Purpose

This policy outlines how Island Walk (PEI) Inc. will respond to incidents or emergencies involving trail participants, staff, contractors, or members of the public while on or near the IW route. The goal is to ensure the safety of all individuals involved and to document and learn from incidents to prevent recurrence.

What Counts as an Incident or Emergency?

This policy applies to:

- Physical injuries or medical emergencies involving participants, staff, volunteers, or others on the trail
- Trail hazards that pose immediate risk to safety (e.g., downed trees, washed-out sections, dangerous road conditions)
- Missing or overdue walkers or cyclists
- Incidents involving alleged misconduct, harassment, or unsafe behaviour on the trail
- Any situation requiring emergency services (police, fire, ambulance)

Immediate Response

In the event of an emergency:

- Call 911 immediately if there is risk to life or the situation requires emergency services
- Ensure the safety of those involved to the extent possible without putting others at risk
- Contact [Role, e.g., Project Lead or Board President] as soon as it is safe to do so: [Phone number]
- Do not speak to media — refer all inquiries to [Role, e.g., Board President or designated spokesperson]

Reporting

All incidents, including near-misses, must be reported to [Role] within 24 hours. [Role] will complete an Incident Report Form documenting: the date, time, and location; those involved; a description of what happened; actions taken; and any follow-up required. Incident reports are kept on file and reviewed by the Board.

Follow-Up

Following any significant incident, [Role] will conduct a debrief to identify contributing factors and recommended changes. The Board will be informed at the next scheduled meeting or sooner if the matter is urgent. If the incident involves a legal, insurance, or reputational risk, the Board President shall be notified immediately.

Adopted by the Board of Directors:

Board President: _____ Date: _____

Board Secretary: _____ Date: _____

Appendix E: Incident Report Form

Island Walk (PEI) Inc.

Complete this form as soon as possible following an incident. Submit to the Executive Director within 24 hours. Retain a copy for your records. For life-threatening emergencies, call 911 immediately.

Section 1: Report Details

Reported By

Date of Report

Title / Role

Incident Number

Section 2: Incident Details

Date of Incident

Time of Incident

Trail Section /
Segment

Nearest Community

Specific Location Description (GPS coordinates if available)

Incident Type (check all that apply):

☐ Personal Injury

☐ Medical Emergency

☐ Trail Hazard /
Infrastructure

☐ Near Miss

☐ Lost Walker / Cyclist

☐ Wildlife Encounter

☐ Property Damage

☐ Other (describe
below)

Section 3: Incident Description

Describe what happened. Include sequence of events, conditions, and any relevant context.

Section 4: Parties Involved

Name / Role / Contact Information of All Parties Involved:

1		
2		
3		

Section 5: Witnesses

Name / Role / Contact Information of All Witnesses:

1		
2		

Section 6: Emergency Response

Police Report Filed?	☐ Yes ☐ No	Police Report Number	
Reporting Officer		Badge / File Number	
Ambulance Called?	☐ Yes ☐ No		
Emergency Services Offered?	☐ Yes ☐ No		
Emergency Services Declined by Party?	☐ Yes ☐ No		

Section 7: Additional Information

Include any other relevant details not captured above.

--

Section 8: Follow-Up Action Required

Describe any follow-up actions taken or required, including responsible party and timeline.

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Section 9: Signatures			
Reported By (signature)		Date	
Reviewed By — Executive Director		Date	
Board Notified? (Y/N)		Date Notified	

Island Walk (PEI) Inc. | Appendix E: Incident Report Form | Strategic Plan 2026–2031

Appendix F: Board Skills Matrix

Island Walk (PEI) Inc.

Board Skills Matrix

For each director, indicate: S = Strength X = Some Experience NA = Not applicable

Skill / Attribute	Director 1	Director 2	Director 3
Tourism (accommodations, food and beverage, tour operators)			
Transportation services and infrastructure			
Experienced walker or cyclist			
Recreation, health, and wellness			
Eco-tourism and environmental stewardship			
Fundraising and grant writing			
Marketing and communications			
Social media and content creation			
Government relations			
Stakeholder and community engagement			
Negotiation			
Corporate or private sector experience			
Governance and board leadership			
Parks, trails, and outdoor recreation			
Human resources			
Finance and accounting			
Strategic planning			
Technology and digital tools			
Legal			
Francophone or Acadian representation			
First Nations representation			
Generational diversity (younger perspective)			
International perspective			
Team player			
Leadership experience			

Skill / Attribute	Director 1	Director 2	Director 3
Visionary thinking			
Analytical and problem-solving			
Time availability (hours per month)			
Geographic location (representative of all PEI)			
Potential conflict of interest (Y/N)			

Complete one column per director. Use this matrix to identify skill gaps for recruitment and succession planning.