

IMPLEMENTATION UPDATE

December 2022

STRATEGIC PLAN
2019-2024



About NOTO



GUIDING PRINCIPLES:

- Provide a system of support to tourism operators and businesses to help them succeed within the industry.
- Advocate and provide a voice for resource-based tourism operators and businesses to government and the larger public.
- Support growth of the tourism industry through promoting optimized use of resources for long-term social and economic benefits, while focusing on the protection and enhancement of Ontario's natural resources and environment.
- Develop partnerships and seek out collaborative opportunities to help achieve organizational goals.
- Attain financial stability through increased membership, innovative partnerships and value-added member services.



Strategic Priorities



Each of the strategic priorities outlined below are thoroughly described within the 5-year strategic plan and are based on supporting NOTO's guiding principles.

- Rebrand
- Communication
- Sustain & Revitalize
- Partnerships
- Value-Added Services



Communication

Indicators of Success



- ✓ **Implementation of a Communication Plan** – Pre-COVID: Monthly for members, quarterly for non-members. Currently bi-weekly for the entire industry. Will review plan as we emerge from the crisis period.
- ✓ **Enhanced partnership activity** – Significant increase in partnership projects and initiatives
- ✓ **Increased tradeshow participation & NOTO visibility** – NOTO to be present at tradeshows in 2023. Have increased visibility throughout COVID
- ✓ **Distribution of consistent messaging**
- ✓ **Facilitation of communication between organization and government ministries**
- ✓ **Increased promotion of organizational successes** – Special eblasts, press releases & newsletter features



Sustain & Revitalize

Indicators of Success



- + **Creation of Northern Ontario Tourism Act/RBT License** – Started looking at viability
- ✓ **Strong working relationship with all levels of government** – Always a work in progress
- ✓ **Future regulatory changes are reviewed before implementation** – Success with MNRF and Ministry of Northern Development
- ✓ **Increased revenue generation** – Through increase in membership and partnership projects
- + **Increased human resource capacity** – In the works
- ✗ **Succession plan developed** – Not yet, currently focused on building capacity
- ✓ **Number of partnerships developed** – 15
- ✓ **Membership engagement** - 50-60% engagement in newsletters & surveys (sent to over 1400 operators)
- ✓ **Number of advocacy initiatives successfully completed** – Several, [view here](#).



Partnerships

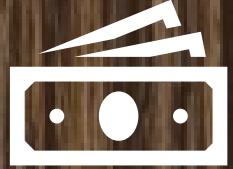
Indicators of Success



- ✓ **Increased partnership activity**
- ✓ **Additional revenue sources** – Through increase in partnership projects and memberships
- ✚ **Increase membership benefits** – On-going effort
- ✓ **Eliminate duplication of efforts**
- ✓ **Increased awareness for stakeholders/groups**
- ✓ **Facilitate communication between organization and government ministries**
- ✓ **Increased membership from new operator**

Value-Added Services

Indicators of Success



- ✓ **Increased partnership activity**
- ✓ **Additional revenue sources**
- ✗ **Increased membership benefits** - Underway
- ⊕ **Number of resources/ research papers created** – exploring opportunities for research papers
- ✓ **Attendance during webinars/events** – webinars varied from 25-150 participants, over 240 delegates at the 2022 Northern Ontario Tourism Summit (hybrid event).
- ✗ **Number of site visits** – Could not be done during the pandemic and capacity constraints
- ✓ **Increased membership engagement** – survey responses and open rates on newsletter are up
- ✓ **Increased number of members** – 67 new members, 217 total across all membership types in 2022
- ✗ **Increased number of preferred suppliers** – 2 new members



Goals for 2023



- Increase capacity (looking at hiring 1-2 additional staff members for 2023)
- Continue to work on rebranding to go back to Northern Ontario roots
- Continue to strengthen relationships with industry partners and Government
- Continue exploring benefits of a Northern Ontario Tourism Act & RBT licensing program and what it may look like
- Continue to explore revenue generating opportunities
- Increase number of Preferred Suppliers and membership benefits
- Continue to build resources for RBT operators which will be hosted on NOTO's new website
- Begin building a succession plan
- Continue to increase social media presence and make social networks more relevant to NOTO's work



*Stay tuned for our next
phase of exciting changes!*

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