



DESTINATION  
**NORTHERN  
ONTARIO**

**2023-24**

# **Business Plan**

Ontario 

[destinationnorthernontario.ca](https://destinationnorthernontario.ca)



# 2023-24 Business Plan

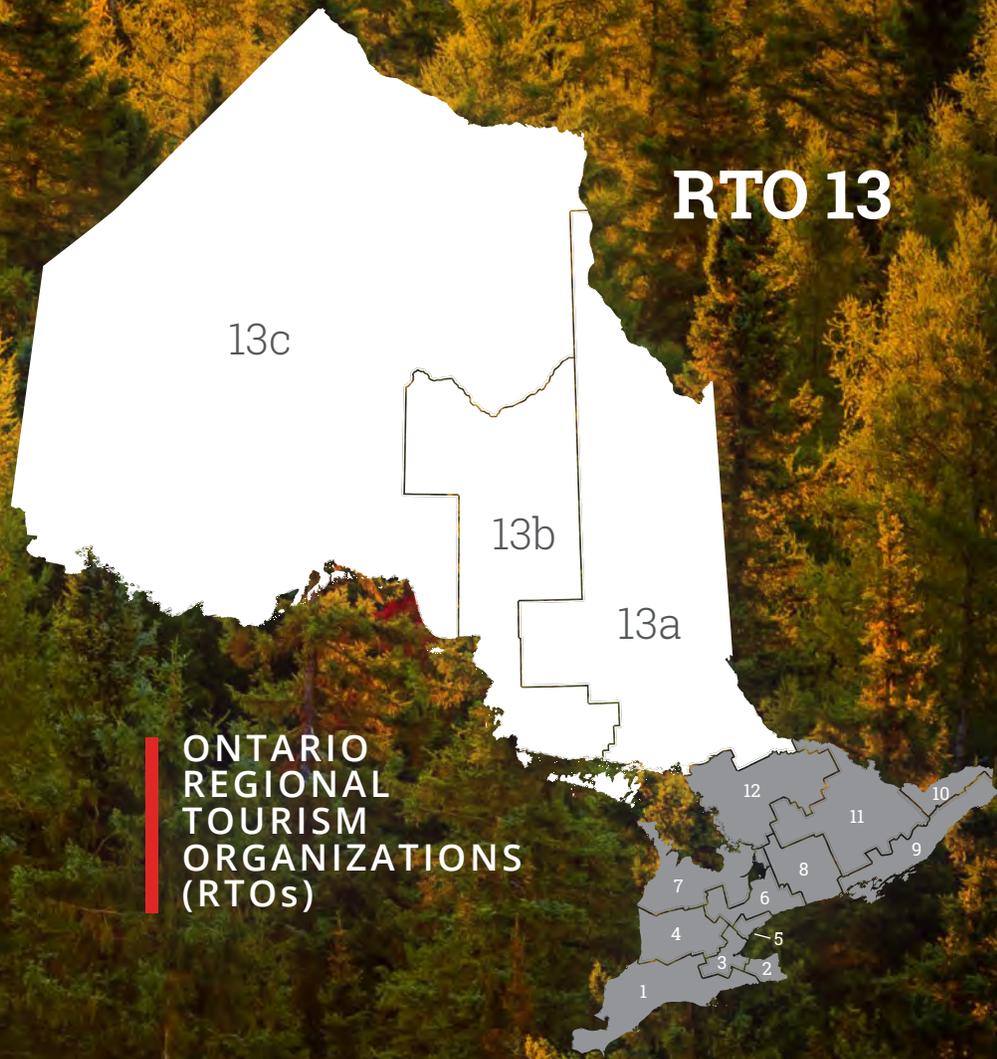
## CONTENTS

Message from the President .....	04
Message from the Executive Director .....	05
Executive Summary.....	06–09
Regional Overview & Assessment .....	10–19
Product & Experience Overview .....	20–22
Business & Operational Overview.....	23–25
Organizational Structure .....	26
Core Priority Pillars.....	27-53
Governance & Administrative Priorities .....	29-33
Product Development.....	34-37
Investment Attraction.....	38-43
Workforce Development & Industry Training.....	44-49
Marketing & Communications .....	50–55
Partnership Initiatives.....	56–58
Risk Management.....	59
Financial Plan.....	60-61
Contact Us .....	62-63

9  
#  
C  
P



# #ONTARIO



**RTO 13**

13c

13b

13a

**ONTARIO  
REGIONAL  
TOURISM  
ORGANIZATIONS  
(RTOs)**



## MESSAGE FROM THE PRESIDENT

On behalf of the Destination Northern Ontario Board of Directors, it is my honour to present the reader with our annual business plan for the 2023-24 fiscal year. This year marks a historic moment for tourism in Northern Ontario as we come out of the COVID-19 pandemic and look towards the future with our industry partners, stronger than ever.

We know that we must continue to push the envelope both with high quality product, exceptional visitor experiences and innovative marketing campaigns that set us apart from destinations across the world. Our region is unparalleled in its nature resources, beauty, and access to experiences that we know consumers want. The built-up demand for fresh air, open spaces, safe and inclusive communities, and unique tourism experiences positions Northern Ontario for a prosperous tourism season.

To capitalize on our new and existing markets, Destination Northern Ontario's programming is matched for growth including introducing new members to our workforce through the Tourism Skills Net North Program, ensuring quality experiences through Tourism Excellence North, developing new product through product development projects including Great Lakes Cruising, Experience Fishing and LGBTQ+ tourism experiences and marketing to our best bet consumer segments like our friends in the transborder states while cultivating new markets which have emerged from the pandemic such as our domestic visitors in the GTA and beyond.

We know we cannot do this alone. Our partners remain one of our most valuable assets and truly make the engine run. We will continue reaching out to our new and traditional partners to leverage our core investment from the Ministry of Tourism, Culture and Sport to bring even more investment to the region. There is no shortage of work to be done, but I know, together, we can make 2023-24 an amazing year in tourism and another step up the ladder to growing our receipts to our goal of 10% of all provincial tourism spending.

Yours in tourism,

**Marty Kalagian,**  
PRESIDENT | DESTINATION NORTHERN ONTARIO



## MESSAGE FROM THE EXECUTIVE DIRECTOR

We are now entering the fourth year of the global pandemic and I'm sure no one thought we would be talking about Covid-19 in 2023. Yet here we are.

We know tourism was hit first, the hardest, and will take the longest to recover but as we can now see from statistics that are coming in from 2022 some sectors have made a significant recovery and we are seeing sectors who are now performing above 2019 even accounting for recent high inflation. With the removal of the last border restrictions, we anticipate a bounce back for those operators who depend on the U.S. market.

For those specific sectors who are still experiencing challenges related to the pandemic, Destination Northern Ontario along with other government ministries, agencies and organizations continue to offer programming to mitigate those impacts.

But for most of us it is now time to look ahead and plan for our future success. We need to grow, develop, and implement strategies that will cement Northern Ontario as a preferred destination in more diversified markets. It's about enhancing existing products and experiences where we perform well, and offering new products and experiences where we underperform, as well as addressing systemic challenges that are holding us back, like transportation, supply chain issues and the lack of visitor services including year-round availability of restrooms.

It's going to be very competitive as global destinations scale up. The destinations that overcome challenges, take advantage of their unique assets, and successfully promote themselves will do well.

Northern Ontario is well-poised in a post-pandemic world, and I hope you will join us as we work together to grow tourism in the North.

**David MacLachlan,**  
EXECUTIVE DIRECTOR | DESTINATION NORTHERN ONTARIO

# EXECUTIVE SUMMARY

This business plan is guiding Destination Northern Ontario into the post-pandemic period where the organization will transition to focus on recovery and growth, as opposed to mitigating the impacts of covid-19. The Board of Directors have also undertaken the development of a new five-year strategic plan that again focuses on recovery and growth.

In order to grow the industry over the course of the strategic plan, Destination Northern Ontario, will identify and support new opportunities for growth and expansion, develop strategies and support sectors who continue to face unique challenges as a result of the pandemic, re-engage the sector, and address systemic challenges that face Northern Ontario through programming in the five pillars mandated by the Ministry of Tourism, Culture and Sport:

- 01 Product Development**
- 02 Investment Attraction**
- 03 Workforce Development & Industry Training**
- 04 Marketing and Communications**
- 05 Partnerships**

To achieve its goals of innovation and entrepreneurship supported by research and education tools, the bringing to market of a critical mass of high-quality products and experiences, realistic/sustainable tourism development and streamlined services for operators, Destination Northern Ontario will continue to play the following roles:

- 01 Leadership;**
- 02 Communications and Outreach;**
- 03 Strategic Planning;**
- 04 Relationship-Building;**
- 05 Championing Industry; and**
- 06 Setting a Standard of Quality.**

Destination Northern Ontario looks forward to the release of a new tourism strategy by the Ministry of Tourism, Culture and Sport (MTCS) in the near future. Once the strategy is released, integration and implementation of its recommendations will be undertaken by Destination Northern Ontario.

## Vision

*Northern Ontario will be a unique and distinctive tourism destination wherein high-quality products and experiences resonate with consumers, entrepreneurship is valued, and tourism provides local, regional, and global connections for the entire region.*

## Mission Statement

*Destination Northern Ontario will take a leadership role to strategically guide and champion growth in Northern Ontario's tourism industry, through strong communication, collaboration, and partnerships with industry.*

## Values

*Destination Northern Ontario's Board is committed to focusing on the vision in an "innovative, results-based, effective and fiscally responsible manner, with a foundation of strong governance and management leadership." Destination Northern Ontario's Board also recognizes the following values as important aspects of the strategic plan:*

- Accountability
- Leadership
- Collaboration
- Integrity
- Transparency
- Innovation
- Teamwork

### Goals for Northern Ontario Tourism Sector

- Innovation and entrepreneurship are supported by research/educational tools
- Critical mass of high-quality products/experiences are brought to market
- Realistic/sustainable tourism development (i.e., product-market match) is underway
- Streamlined services for operators are available

### Destination Northern Ontario's Roles in achieving Sector Goals

- Leadership
- Communication
- Strategy
- Relationship-building
- Champion for industry growth (bringing the operator perspective to government)
- Professionalism (setting a standard of high quality for the industry)

# Destination Northern Ontario's Organizational Goals

Destination Northern Ontario has identified six Organizational Goals to highlight its desired leadership role in the industry; to ensure stronger alignment with Destination Ontario; to strengthen organizational excellence initiatives and ensure adherence to the Vision; and to meet the goals of the Ministry of Tourism, Culture and Sport.



## Business Development Goals

- > **Generate** industry research and monitor industry performance to continually improve products and experiences and evaluate the success of Destination Northern Ontario programs to ensure a “visitor first” approach.
- > **Implement** a strategic approach to bring high-quality products and experiences to market through strong partnerships and workforce training.



## Operational Excellence Goals

- > **Establish** organizational excellence through a corporate services division, and continue to improve internal and external communications, financial systems, and performance measurements.
- > **Build** strength for the organization through human resources and specialized expertise under each of the dedicated pillar areas, streamlining resources where possible.



## Industry Leadership Goals

- > **Establish** Destination Northern Ontario's role as industry leader under consolidated pillar priority areas: Marketing, Product Development, Workforce Development and Industry Training, Investment Attraction, and Partnerships.
- > **Foster** communication and relationship building in the tourism sector to ensure that industry stakeholders recognize Destination Northern Ontario's role as a champion for growth and have access to relevant resources and programs.



## Three Development Streams for Northern Ontario

- > **Defend & Maintain:** Existing tourism products and experiences in which Northern Ontario's tourism industry excels.
- > **Inspire & Grow:** New products and experiences that will lead growth in Northern Ontario's tourism industry.
- > **Rise & Shine:** Ensuring all of Northern Ontario's tourism products and experiences are best in class in every aspect.

## Budget

Destination Northern Ontario receives a core funding allocation through the MTCS, consisting of a base amount built on performance compared to provincial fixed-roof accommodation tourism receipts. There is also a partnership allocation that leverages partner contributions from non-Provincial government sources.

The following chart provides a summary of Destination Northern Ontario's budget for the period April 1, 2023, through March 31, 2024. The total allocation for the region per Ministry of Tourism, Culture and Sport for 2023-24 is **\$3,930,235.00**. However, it is expected that Destination Northern Ontario will leverage this investment by at least 100% through industry partnerships as well as agreements with funding partners at both the federal and provincial levels.



### Budget (April 1, 2023 to March 31, 2024)

Area of Focus	\$	% Total Budget	% including Partnership
Governance & Administration	\$ 425,235.00	11%	11%
Product Development	\$ 350,000.00	9%	12%
Investment Attraction	\$ 350,000.00	8%	9%
Workforce Development & Industry Training	\$ 500,000.00	13%	16%
Marketing	\$ 1,700,000.00	44%	52%
Partnerships	\$ 605,000.00	15%	Included in pillar budgets
<b>Total Eligible Expenses</b>	<b>\$ 3,930,235.00</b>	<b>100%</b>	<b>100%</b>
Partnership Contributions Goal	\$ 3,930,235.00	100%	MTCS requirement is minimum of \$605,000
<b>Total</b>	<b>\$ 7,860,470.00</b>	<b>200%</b>	

## RTO 13

# REGIONAL OVERVIEW & ASSESSMENT

Tourism is a major economic driver in Northern Ontario with receipts ranking higher per capita than those of other regions in the province and many provinces in the country.

Tourism is the largest employer of young workers in the province and Destination Northern Ontario's research reveals that 40% of the workforce in the region, as well as one-in-five businesses are tourism-related. In 2019, tourism receipts in the region accounted for \$1.5 billion in spend, contributing \$1 billion to Ontario's GDP<sup>1</sup>. Demand for accommodations in region 13 has increased by 31% from 2012-2017, at a compound rate of almost 7%.

# Statistics

 **\$1.5**  
BILLION  
IN TOURISM  
RECEIPTS

 **30%**  
INCREASE IN  
DEMAND FOR  
ACCOMMODATIONS

 **ONE-IN-FIVE**  
BUSINESSES IN  
NORTHERN ONTARIO  
ARE TOURISM-RELATED

**TOURISM = #1**  
EMPLOYER  
OF YOUNG WORKERS  
IN ONTARIO

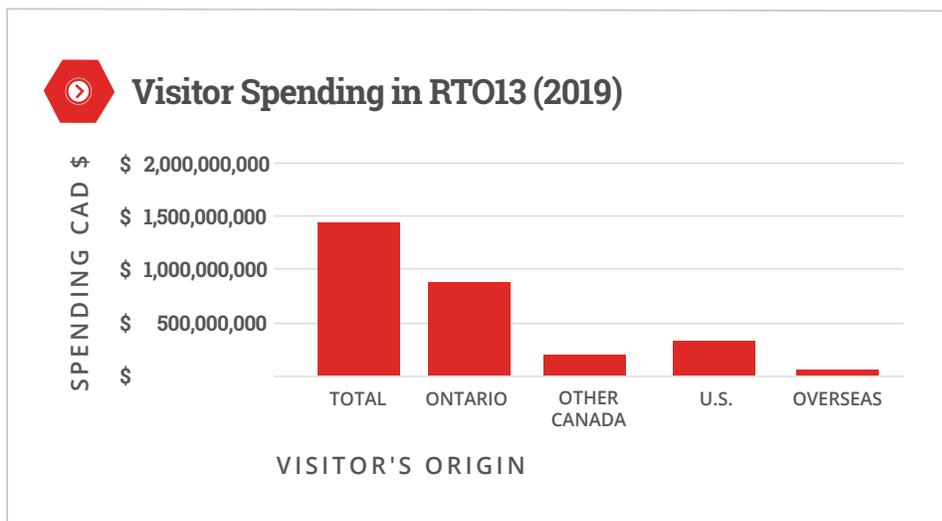
<sup>1</sup> Statistics Canada's National Travel Survey and Visitor Travel Survey 2019; CBRE Hotels Trends in the Hotel Industry National Market Report, AirDNA, Statistics Canada's Business Register 2019, MHSTCI

# 2019 Tourism Statistics – Region 13

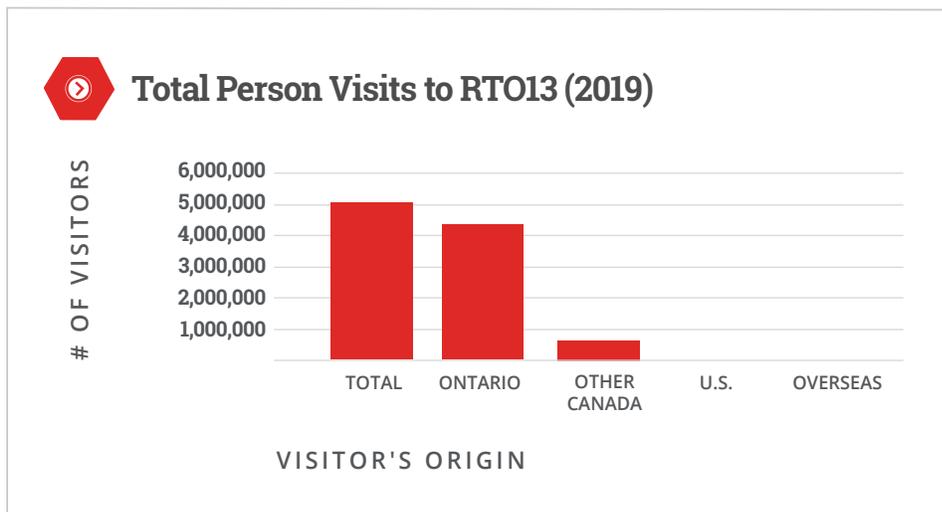
COVID-19 had an unprecedented impact on the tourism industry during the 2020 and 2021 seasons, and therefore completely reshaped the regional profile of RTO13.

In order to track the impact to the region, Destination Northern Ontario undertook impact surveys in partnership with Nature and Outdoor Tourism Ontario (NOTO), shared and supported impact surveys from the Tourism Industry Association of Ontario (TIAO) and continued tracking fixed roof accommodation performance throughout the year. This, with the addition of other provincial and federal impact studies, helped to inform the statistics and trends below.

## Total Visits & Spending



\* **Note:** Up until 2020-21, RTO13 was using tourism profiles from 2016 as the quality of the post-2016 data describing the characteristics of U.S. visitors to Ontario was particularly low. The ministry will not be releasing this information at the sub-provincial level. The 2016 data is now dated over five years; therefore, the organization will be using the new ministry profiles, border crossing data and research projects for their regional profile.





## Fixed-Roof Accommodation Performance Statistics (Urban)

After taking a huge hit in 2020, the urban accommodation market has stabilized in Ontario. In Northern Ontario, the accommodation sector is making great strides in terms of occupancy and room revenue, giving the industry a sign of hope that 2023 will be an even stronger year. Growth has outpaced the provincial average in all three measures however the average daily rate and revenue per available room lag the provincial average by 22.1% and 19.5% respectively.

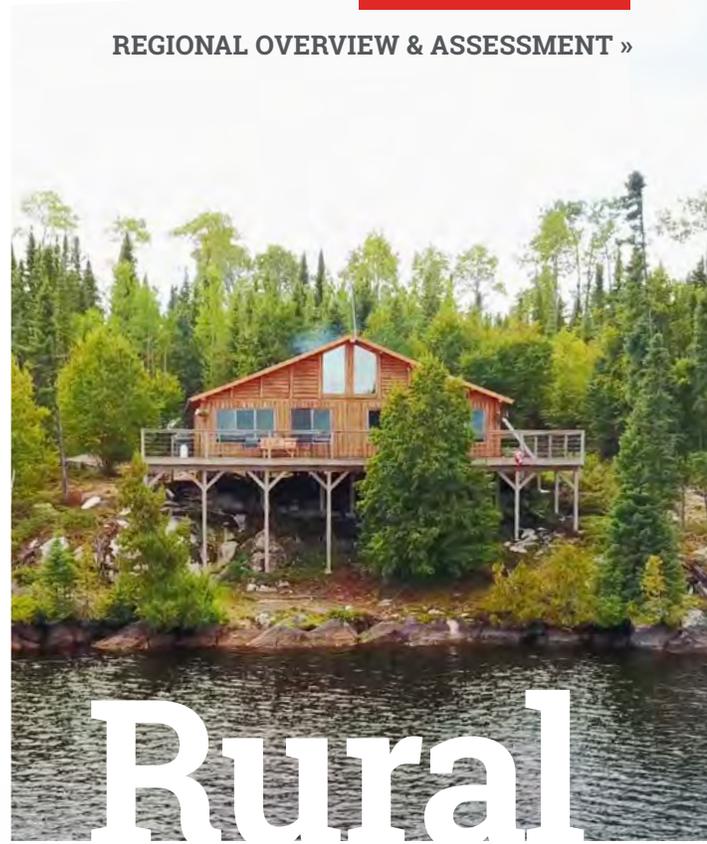
LOCATION	OCCUPANCY PERCENTAGE			AVERAGE DAILY RATE			REVENUE PER AVAILABLE ROOM		
	2022	2019	Variance	2022	2019	Variance	2022	2019	Variance
13a Northeastern Ontario	62.6%	61.5%	1.8%	\$134.20	\$123.79	8.4%	\$84.07	\$76.19	10.3%
13b Sault Ste. Marie-Algoma	65.8%	59.0%	11.5%	\$132.05	\$115.35	14.5%	\$85.59	\$68.03	25.8%
13c Northwest Ontario	74.2%	69.5%	6.8%	\$156.37	\$129.86	20.4%	\$115.97	\$90.25	28.5%
<b>RTO13 TOTAL</b>	65.9%	63.4%	3.9%	\$140.01	\$124.38	12.6%	\$92.28	\$78.86	17.0%
<b>ONTARIO TOTAL</b>	63.7%	68.7%	-7.3%	\$179.87	\$163.04	10.3%	\$114.56	\$112.08	2.2%

Sourced from CBRE Monthly Accommodations Reports for RTO13. 2022 11 months, January to November.



**Fixed-Roof Accommodation Performance Statistics (Rural)**

In the rural regions of Northern Ontario it is anticipated fixed roof accommodation has experienced a positive 2022 but results will not be known until early 2023 upon completion of Destination Northern Ontario’s rural operator performance survey. With border restrictions in place, it is expected the resource-based tourism sector, especially in 13C, will continue to show lower occupancy due to the sector’s dependence on the U.S. market.



MEASURE					
	2021	Compared to 2019	2020	Compared to 2019	2019
Average Number of Guests	232	-90.2%	183	-92.2%	2,357
Average Length of Season	128	-36.3%	131	-34.8%	201
Average Number of Units	12	-45.5%	14	-36.4%	22
Average Revenue per Operation	\$402,000	-75.8%	\$317,000	-80.9%	\$1,658,000

\*2022 statistics will be available in Q1 of the 2023-24 fiscal year.





## Short Term Rental (STRs) Performance Statistics

Similar to hotels, motels and cottage rentals, short term rentals remain strong in 2022 showing double digit growth in available units from 2021 to 2022.

### DECEMBER 2022 vs DECEMBER 2021

PROPERTY TYPE	AVAILABLE LISTINGS			BOOKED LISTING			OCCUPANCY RATE			AVERAGE DAILY RATE			Rev PAR		
	2021	2022	% Chg	2021	2022	% Chg	2021	2022	% Chg	2021	2022	% Chg	2021	2022	% Chg
Entire Place	1,183	1,634	38.10%	839	1,150	37.10%	47%	47%	0.00%	166	174	5.10%	78	81	4.00%
Private Room	273	341	24.90%	203	242	19.20%	35%	45%	28.60%	64	62	-2.30%	22	28	25.70%
<b>SUBMARKETS (*)</b>															
Region 13A	714	962	34.70%	510	680	33.30%	47%	48%	2.20%	176	183	3.90%	82	87	6.20%
Region 13B	134	220	64.20%	116	172	48.30%	46%	44%	-5.20%	142	153	8.30%	66	67	2.70%
Region 13C	335	452	34.90%	213	298	39.90%	50%	47%	-5.80%	152	163	7.40%	75	76	1.20%

Source: AirDNA DNO Trend Reports



📍 Temple Bay Lodge – Dryden / Destination Ontario

The ability of the many tourism businesses, communities, and organizations across Northern Ontario to adapt and respond to COVID-19 has differed, based on each unique profile, market and financial capacity which, as noted in this assessment, has been uneven to date. While there are many bright spots and successes, some challenges remain.



Throughout the pandemic, a number of new visitor patterns and interests have emerged that include:



- › **Parks and waterways** busy, some oversubscribed.



- › **Campgrounds** full.



- › **Marinas** busy.



- › **Operations of all types along or near established, mainstream travel corridors** that include Highways 17 and 11 benefitting from strong demand, new guests. Operations off main corridors, in remote locations or a great distance from major urban markets are typically struggling.



- › **Communities** and their economies starting to rebound after loss of festivals, meetings, conferences, sporting events. Activity in meetings, conventions and sports is on the rise.



- › **Spikes in participation, equipment rental and sales** for canoeing, kayaking, cycling, hiking, RVing, snowmobiling, camping, motorized recreational vehicles.



- › **Strong demand for snowmobile trails** and access to snowmobile product.

## Ontario Border Crossings

With various border restrictions in place through most of 2022, it is no surprise that visits from international markets have not returned to 2019 levels. With the last of the border restrictions removed in the fall of 2022, it is anticipated for Northern Ontario we will see a rebound with visits from international markets and specifically the U.S.A. returning to traditional numbers. Much of the resource-based tourism sector, especially in Northwest Ontario, is reliant on the U.S. market.

### 2022 INTERNATIONAL BORDER CROSSINGS

Month	2022 Entries	vs 2021	vs 2019
		% Chg	% Chg
January	131,467	100.1%	-82.5%
February	169,632	191.8%	-77.1%
March	282,905	288.5%	-69.6%
April	484,129	554.1%	-56.9%
May	651,213	760.9%	-53.6%
June	1,001,068	1059.5%	-47.7%
July	1,278,055	842.5%	-45.1%
August	1,129,049	252.8%	-51.0%
September	883,630	153.2%	-40.3%
October	872,667	156.4%	-33.4%
November	667,770	126.0%	-33.3%
December	753,491	101.9%	-34.4%

Origin	Jan-Dec 2022 Entries	Jan-Dec 2022 vs Jan-Oct 2021	Jan-Dec 2022 vs Jan-Oct 2019
		% Chg	% Chg
International	8,305,076	269.7%	-49.5%
USA	6,660,170	274.9%	-49.4%
Same Day	2,385,014	230.4%	-61.2%
Overnight	4,275,156	305.3%	-39.0%
Overseas	1,644,906	250.2%	-49.9%

# Trends and Visitor Patterns

## National <sup>2</sup>

Destination Canada has identified these key trends:

### INDUSTRY TRENDS

1. Lack of Access and Reduced Transport Connectivity
2. Labour and Skills Shortage
3. Higher Costs
4. Reduced Business Travel and Events
5. Product Degradation
6. Reduced Access to Capital and Limited Liquidity
7. Shift in Capacity and Role of DMOs

### KEY MARKET TRENDS

1. Frictionless Travel
2. Domestic Travel
3. Responsible Travel
4. Ascendence of Communities
5. Indigenous Connection
6. Wild for Wilderness
7. Health and Wellbeing
8. Affluent Travel Boom
9. Great Resignation and Retirement
10. Remote Work and Residential Tourism



**+883.7%**

➤ **Border crossings from all key markets in March 2023 surpassed 2022 levels but have not reached pre-pandemic levels (2019).**

Highest increases in March 2023 were from (1) Japan (+883.7%), (2) Hong Kong (+307.2%) and (3) Brazil (+264.1%)



**+307.2%**



**+264.1%**

➤ **International border crossings in March 2023 need to increase an average of 30.4% to reach pre-pandemic levels (2019).**

## Provincial <sup>3</sup>

Southern Ontario will be an important market for Northern Ontario in the coming year and beyond as the travel industry navigates through post-pandemic realities. With a population of 12.8 million people, it is the largest market with proximity to the region and boasts a diverse demographic with higher income on average and over a quarter of the population being visible minorities.

- Ontario has the largest market share for visits at **88.1%** and total visitor spending at **66.4%**
- There is an opportunity for Ontario to extend their stay to increase overall spend where other market's increased visits to Ontario will increase spend.
- In April 2023, Ontario's Travel Price Index (TPI) increased **4.4%** compared with April 2022, following an **6.5%** increase in March.
- Costs increased in accommodations (**+17.0%**) restaurants (**+5.4%**), and recreation/entertainment (**+3.8%**) and intercity transportation (**+3.4%**), while vehicle operation prices (**-1.5%**) and intercity transportation (**-3.6%**) declined in March 2023 compared with March 2022.
- An increase in the TPI resulted in **higher prices for tourism-related goods and services** such as food, transportation, recreation and travel accommodation.
- Budget-conscious travelers will most likely to plan more in 2023 to help maximize vacation budget.

<sup>2,3</sup> Sourced from Destination Canada Research Summary (September 2021)

## Emerging Demographic <sup>4</sup>

Consumers under the age of 45 are 26% more likely to book a hotel vs over 45 years (2020-21). These consumers prefer engagement with “real and authentic” content. “Authentic” content inspires 65% of Generation X to book a trip; this could include first-person video content, influencers, personal blogs, etc.

- **YouTube watch time for travel videos is up 15% year over year. Trending topics include:**
  - National Parks (+22%)
  - Recreational vehicle (+30%)
  - Ski resorts (+ 46%)
  - Road trips (+ 49%)
- **Generation X** travellers will start to dominate the travel landscape in the coming decade; with 151M Generation X travellers worldwide they are 2x more likely to take a leisure trip vs the older generation. 68% use five (or more) social platforms including Instagram, Tiktok and Clubhouse and they have a combined spending power of \$350 B annually.
- **From 2016 to 2019, international visitation grew from 2% to 4%.** What may seem like a small percentage actually accounts for a large increase in tourism receipts as the average international visitor spends nearly five times more than a visitor of domestic origin

<sup>4</sup> Sourced from Google (Presentation made to Tourism Industry Association of Ontario October 2021)

<sup>5</sup> Sourced from Statistics Canada's National Travel Survey and Visitor Travel Survey 2019; CBRE Hotels Trends in the Hotel Industry National Market Report, AirDNA, Statistics Canada's Business Register 2019, MHSTCI

<sup>4</sup> Sourced from Google (Presentation made to Tourism Industry Association of Ontario October 2021)

<sup>5</sup> Sourced from Statistics Canada's National Travel Survey and Visitor Travel Survey 2019; CBRE Hotels Trends in the Hotel Industry National Market Report, AirDNA, Statistics Canada's Business Register 2019, MHSTCI

## Insights from [northernontario.travel](https://northernontario.travel)

- **Upwards of 80%** of all traffic to the portal in the first two quarters of 2022-23 were from Ontario with the largest contributor being the GTA.
- **Soft outdoors** and **powersports** are the highest trending content pieces month over month.
- **Cycling content (+229%)** and **Indigenous content (+223%)** continue to be emerging products of interest across all markets.



Source: [northernontario.travel](https://northernontario.travel)

**+229%**

Cycling Content

**+223%**

Indigenous Content

**+80%**

of all traffic to portal from the GTA

**HIGHEST TRENDING:**

Soft Outdoors & Powersports



# Workforce Overview

Accommodation and Food Services was especially hard hit as a result of the COVID-19 pandemic and the accompanying lockdowns. To illustrate the impact, the employment figures for this industry will be compared to overall employment levels minus the figures for Accommodation and Food Services, for each of Northeast and Northwest Ontario. In order to make for easier comparisons, the employment level on January 2020 for each data set will be given the value of 100 and each subsequent month for that area will be assigned a value as a proportion of 100 (which is a percentage of the January figure).

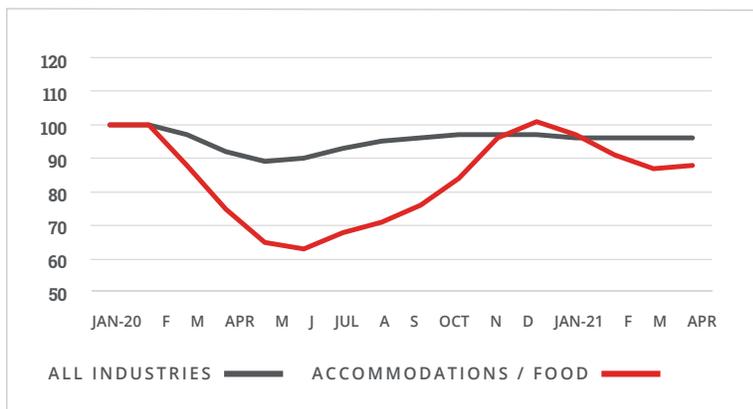
Both areas show roughly the same pattern: employment for Accommodation and Food Services drops sharply in the spring, bottoming out in July, in Northeast Ontario at 56% of its January employment and in Northwest Ontario at 63%. In both areas, employment started rising sharply toward the end of the summer and into the fall, actually surpassing January employment levels, and since then has dropped, considerably so in Northeast Ontario. In March 2021, Accommodation and Food Services employment was at 63% of January 2020 levels in Northeast Ontario and at 87% in Northwest Ontario.

By comparison, employment in all the other industries dropped much less, bottoming in May 2020 at 97% of January 2020 employment in Northeast Ontario and 89% in Northwest Ontario. In the last six months or so, employment levels in all other industries have stayed between 96% and 98% of January 2020 levels in both regions.



Statistics Canada, Labour Force Survey

**Chart 1:** Ratio of employed residents, three-month moving average, those employed in Accommodation and Food Services and all other industries, Northeast Ontario, January 2020 to April 2021 (Employment level in January 2020 = 100)



Statistics Canada, Labour Force Survey

**Chart 2:** Ratio of employed residents, three-month moving average, those employed in Accommodation and Food Services and all other industries, Northwest Ontario, January 2020 to April 2021 (Employment level in January 2020 = 100)

# Product & Experience Overview

*Understanding that the global pandemic has created a new demand for domestic visitors, it is important that we look at products and experiences through the lens of short- and long-term development. Products and experiences were recently categorized into three different statuses (Defend and Maintain; Inspire and Grow; Rise and Shine) in the 2020-21 Business Plan for Destination Northern Ontario; however, these products should be contextualized within the travel constraints of the pandemic.*

01

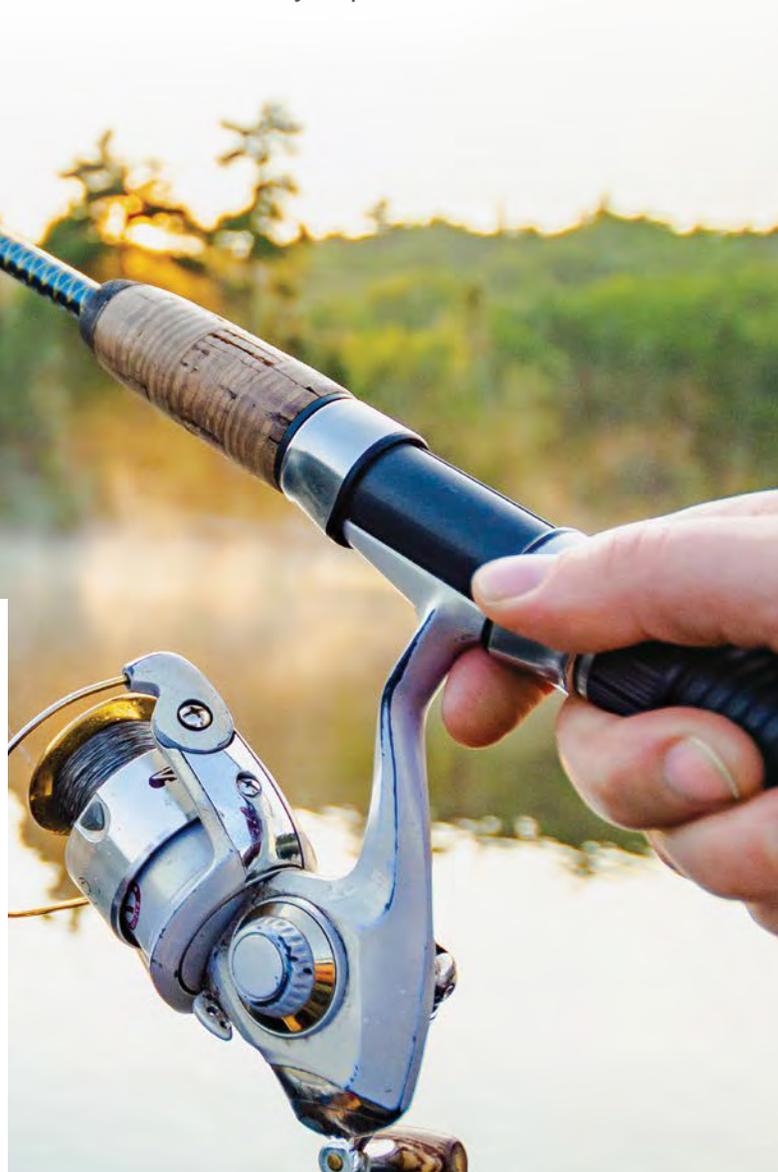
## DEFEND & MAINTAIN

**DEFEND AND MAINTAIN:** *a product or experience that is well established in consumer base, revenue, and inventory. Market shares need to be protected; consumer base may need expansion.*

### Angling

- › **Northern Ontario** is the top destination in Canada for high-yield anglers with angling tourism generating **over 6000 jobs** and contributing **\$450 million** towards Ontario's GDP. There is room for growth in new consumer bases, market shares need protection and infrastructure may need investment.

Lodges and camps reliant upon the U.S. market were hard hit in 2020 and 2021 and there is no guarantee that it will be business as usual in 2023. However, with border restrictions removed it is anticipated operators will experience a bounce back from this market. Coupled with experience development and refinement, putting a consumer awareness and marketing plan in place now for this contingency will play a role in stabilizing this high yield sector, should the 2023 season be challenged.



### Hunting

- › **Northern Ontario's** hunting tourism product is at capacity and stressed. Very little room for growth is available.

# 02 INSPIRE & GROW

*Inspire and grow a product or experience that has excellent potential for growth in consumer base, revenue, and inventory. Market shares need to be developed; product inventory needs growth; existing product may need diversification.*



## Nature & Adventure

- › Northern Ontario is home to **endless, diverse natural resources** which are a major driver for visitors to the region.

The domestic demand for nature and adventure (soft outdoors product) is high and will continue to peak throughout the pandemic and beyond with travel options restricted through the country. This product should be developed quickly and promoted appropriately through domestic influencers and in nearby markets.

## Touring

- › **Snowmobile and motorcycle touring** are considerably developed in Northern Ontario. **Auto and RV** continues to be an area of interest and could be a cornerstone for future international marketing.

Domestic demand for both snowmobile and motorcycle touring were high during the 2020 through 2022 seasons. These products should be promoted appropriately through domestic influencers and in nearby markets. RV touring had tremendous growth in the same season with supply not able to meet demand. Relationships should continue to be fostered with RV rental companies to ensure a successful 2023 season.

## Culture & Heritage

- › Home to many **Group of Seven painting sites**, Northern Ontario has developed tourism product around the legendary artist group including driving routes and interpretive displays. **Indigenous tourism** remains important for international markets. Product should be developed in partnership with provincial and federal Indigenous partners.

## Gateways & Destination Communities:

- › With the implementation of the new **Municipal Accommodation Tax**, urban tourism product has massive potential in terms of investment into development, marketing, and training. Destination Northern Ontario looks to lead the region's large and small urban centres on pan-northern projects that will elevate the status of urban tourism product in the North while increasing tourism receipts at the local level. Due to the spread of COVID-19 globally, we have seen revenue from the Municipal Accommodation Tax plummet. Destination Northern Ontario will be monitoring this situation closely.

# Product & Experience Overview



03

## RISE & SHINE

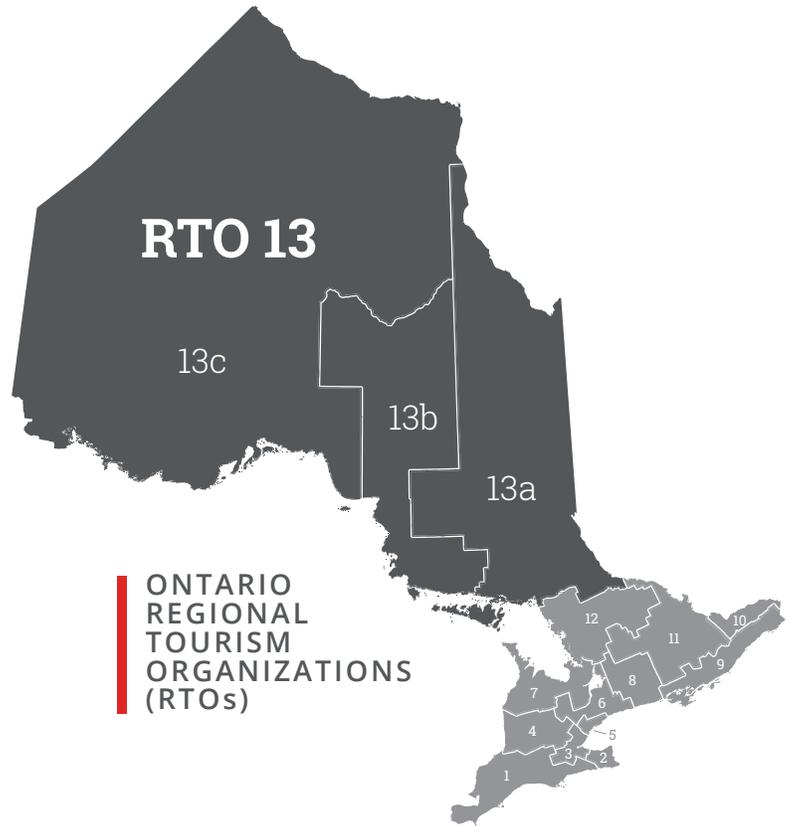
- › *Creating a culture of excellence in all tourism product development and marketing efforts undertaken by Destination Northern Ontario by not only ensuring that visitors have what they need and want but also by exceeding expectations in customer service and overall experience.*



# BUSINESS & OPERATIONAL OVERVIEW

Destination Northern Ontario is governed by a pan-Northern Ontario Board of Directors who are recognized industry leaders and who collectively provide vast knowledge, experience, and insight as they set the strategic directions for the organization.

The Board of Directors regularly consults with and is provided with guidance by an advisory group comprised of key government officials in tourism-related ministries and agencies. The advisory group is a key component to the Board of Directors' strategic planning and consultation process. The representatives are from the Ontario Ministry of Tourism, Culture and Sport, the Ministry of Energy, Northern Development and Mines, Destination Ontario, FedNor, Ontario Parks and Parks Canada.



## 2023-24 Destination Northern Ontario Board of Directors:

NAME	POSITION	SECTOR
Marty Kalagian	President	Private Sector – Retired
Gerry Webber	Vice President	Public Services Sector – Retired
Betty McGie	Treasurer	Private Sector
Heather Gropp	Secretary	Municipal Government
Lori Branch	Director	Private Sector
Tammy Frick	Director	Not for Profit
Guy Lamarche	Director	Public Services Sector – Retired
Ray Nadeau	Director	Private Sector
Shannon McMullan	Director	Private Sector
George Stivrins	Director	Private Sector
Ian Wood	Director	Municipal Government

## Government Advisors:

NAME	POSITION	SECTOR
Jim Antler	Advisor	Ministry of Tourism, Culture and Sport
Laurie Ypya	Advisor	Ministry of Northern Development
Melanie Robert	Advisor	Destination Ontario (MTCS)
Nancy Rosset	Advisor	FedNor
Vacant	Advisor	Ontario Parks
Chad O'Halloran	Advisor	Parks Canada

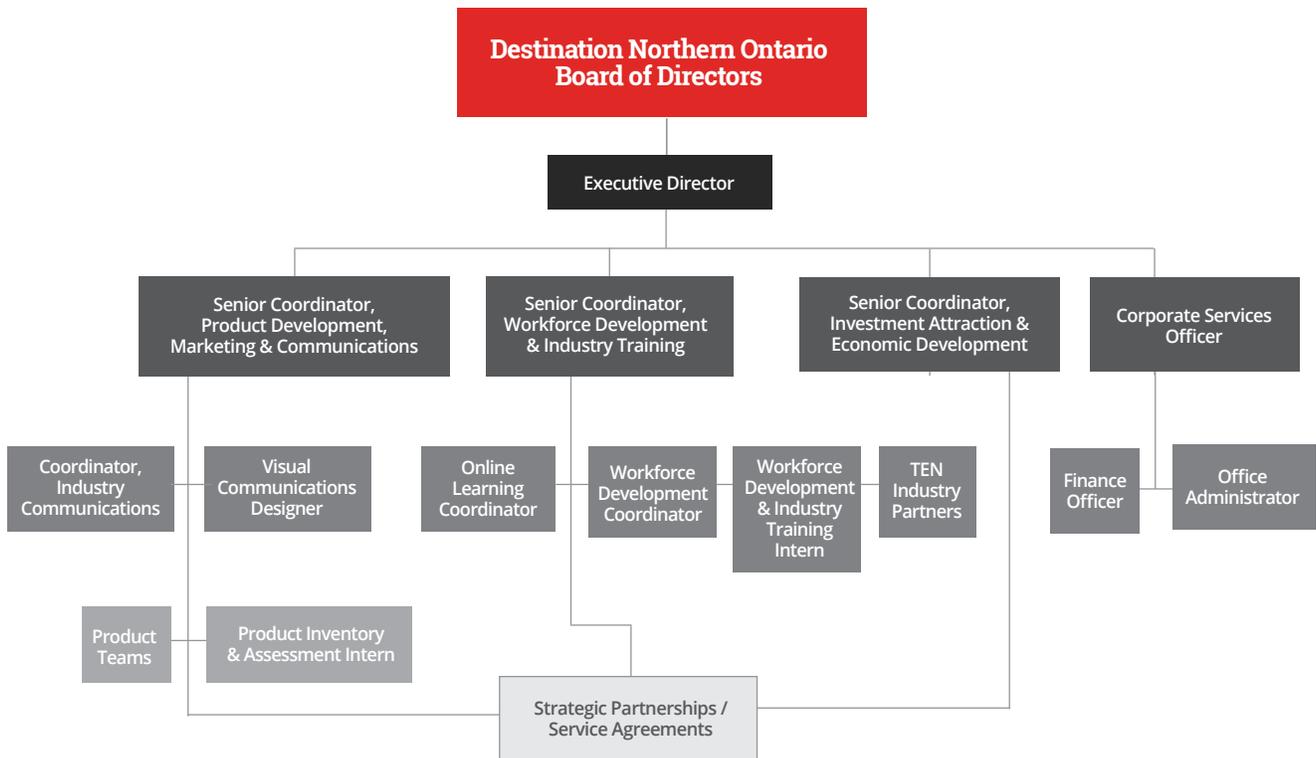
## Destination Northern Ontario Staff:

NAME	POSITION
<b>GOVERNANCE &amp; ADMINISTRATION</b>	
<b>David MacLachlan</b>	Executive Director
<b>Bobbi-Lynn Pallot</b>	Corporate Services Officer
<b>Kathy Carlson</b>	Finance Officer
<b>Karen Poirier</b>	Office Administrator
<b>MARKETING &amp; COMMUNICATIONS</b>	
<b>Stephanie Hopkin</b>	Senior Coordinator, Product Development and Marketing & Communications
<b>Sara Currier</b>	Coordinator, Industry Communications
<b>Tiina Keranen</b>	Visual Communications Designer
<b>WORKFORCE DEVELOPMENT &amp; INDUSTRY TRAINING</b>	
<b>Karen Peacock</b>	Senior Coordinator, Workforce Development & Industry Training
<b>Gillian McCullough</b>	Online Learning Coordinator
<b>Jan van Oordt</b>	Workforce Development Coordinator
<b>INVESTMENT ATTRACTION &amp; ECONOMIC DEVELOPMENT</b>	
<b>Gord Knowles</b>	Senior Coordinator, Investment Attraction & Economic Development
<b>PRODUCT DEVELOPMENT</b>	
<b>Stephanie Hopkin</b>	Senior Coordinator, Product Development and Marketing & Communications
<b>Megan Boyd</b>	Product Inventory Intern
<b>DESTINATION NORTHERN ONTARIO SUPPORT TEAMS</b>	
<b>Mike Wozny</b>	Special Project Coordinator
<b>Pat Forrest</b>	Northern Ontario Tourism Specialist
<b>Ian McMillan</b>	International Marketing Specialist
<b>Marla Tremblay</b>	Francophone Tourism Specialist



DESTINATION NORTHERN ONTARIO'S

# Organizational Structure



An important component to Destination Northern Ontario’s success is the dedication of the Board towards implementation of all strategic objectives, and adherence to Board policies to ensure that appropriate governance, sound advice, and oversight of the organization are being met.

Furthermore, the Board will continue to monitor progress to ensure that Destination Northern Ontario is successful in reaching its overall goals and objectives. The Board of Directors will meet in person a minimum of four times throughout the year.

## Core Priority Pillars

Destination Northern Ontario has dedicated itself to taking a leadership role to guide Northern Ontario's tourism industry. As such, this business plan not only incorporates Ministry of Heritage, Tourism and Culture Industries program pillars but also includes goals to achieve Organizational Excellence.

The following table highlights Destination Northern Ontario's core priority pillars that allow the organization to meet Ministry of Heritage, Sport, Tourism and Culture Industries reporting requirements:

PROGRAM PILLARS	DESTINATION NORTHERN ONTARIO OPERATIONAL AREAS / KEY PROGRAMS
<b>Product Development</b>	Product Development, Research
<b>Marketing &amp; Communications</b>	Marketing, Communications, Business Development
<b>Workforce Development &amp; Training</b>	Workforce Development & Industry Training, Product Development ( <i>Quality Shift</i> ), Tourism Excellence North program
<b>Investment Attraction</b>	Investment Attraction
<b>Partnerships</b>	Workforce Development & Industry Training, Product Development, Marketing, Investment Attraction
<b>Corporate Services &amp; Governance</b>	Governance, Organizational Excellence (Administration), Outreach

**For the organization to demonstrate leadership, the staffing plan has been developed to reflect pillar area leadership, with the following roles:**

- Senior Coordinator, Product Development
- Senior Coordinator, Workforce Development & Industry Training
- Senior Coordinator, Marketing and Communications
- Senior Coordinator, Investment Attraction & Economic Development

Destination Northern Ontario's Executive Director manages all Senior Coordinators and is tasked with ensuring that initiatives under staff leadership are completed for each pillar area. The Executive Director along with the Senior Coordinators form a senior management team.

Destination Northern Ontario has increased its resources this fiscal to support additional investment attraction activities. Overall, the organization plays a supporting role when it comes to investment attraction. However, Destination Northern Ontario will play an active and leading role in finding solutions for sustainable regional tourism development.

It is not expected that all staff will be located at the Destination Northern Ontario office in Sault Ste. Marie. However, Senior Coordinators with office space in other locations will be required to act as representatives of Destination Northern Ontario for their respective community and sub-region. As such, it is expected that during the hiring process, Destination Northern Ontario ensures adequate representation in all three sub-regions. In keeping with Ministry of Tourism, Culture and Sport guidelines and Destination Northern Ontario's mission to establish a leadership role in the various program pillar initiatives, salaries are allocated to affiliated pillar areas.

## Performance & Reporting

**The Executive Director and Senior Coordinators will monitor implementation of initiatives in the annual business plan. Performance will be measured in each of the pillar areas. This will be accomplished through internal reporting, face-to-face team lead meetings, teleconferences and senior staff working directly with the Executive Director.**

The Board will monitor progress and performance through a combination of dashboard reports, pillar updates and financial reports as well as review Ministry of Tourism, Culture and Sport performance and progress reports.

Destination Northern Ontario will submit on-time reports to the Ministry of Tourism, Culture and Sport, including progress and final reports, financial documents and appropriate attestations identified in the transfer payment agreement.

# Governance & Administration

## OBJECTIVE

The primary objective to guide Governance & Administration for Destination Northern Ontario over the next year is:

*To ensure strong governance and organizational excellence while enhancing product development, investment attraction, workforce development and industry training, marketing, communications, and partnership development in the tourism sector.*

This pillar is managed by the Executive Director, Corporate Services Officer, Finance Officer and Office Administrator who will organize themselves around three management functions to ensure organizational excellence,

### Areas of focus for pandemic mitigation and recovery will include:

- Adapting operational policies to reflect real time conditions.
- Developing a file share system which is even more important as working from home becomes a longer-term reality for some staff.
- Addressing return to office or work from home realities

Staff have returned to working from the office and will be guided by following Destination Northern Ontario's Operational Policies and Processes Manual, Succession Plan, Risk Management Plan, Strategic Plan, and annualized business plan.

Staff will continue to ensure the workplace remains safe and productive by monitoring and responding in real time to impacts and developments related to the global pandemic.

With respect to the Board, there are Board Governance Policies in place, and the Board will monitor its own processes and the progress with initiatives identified in the strategic and annualized business plans.



## Governance & Administration | Strategic Focus

### 01 Priority Action Area

**Enhance** strength and effectiveness of Destination Northern Ontario through good governance and Board renewal, to cultivate a culture of integrity and accountability, leading to positive performance and sustainability.

Key Activities		Q1	Q2	Q3	Q4
a	Undertake annual board and lead staff evaluations.	●			●
b	Identify opportunities for professional development, renewal, and succession.	●	●	●	●
c	Focus on strategic implementation.	●	●	●	●
d	Review, research and develop internal policies and identify opportunities to increase diversity, equity, and inclusion.				

### 02 Priority Action Area

**Enhance** organizational excellence with consistent adherence to Board and operational policies and procedures, and compliance with provincial conflict of interest of policies.

Key Activities		Q1	Q2	Q3	Q4
a	Adhere to and monitor compliance to DNO policies and plans, and undertake an annual review to ensure relevance.	●	●	●	●
b	Measure effectiveness and satisfaction through annual performance surveys.	●			●
c	Monitor effectiveness of committees and working groups.	●	●	●	●



## Governance & Administration | Strategic Focus

### 03 Priority Action Area

**Ensure** staffing plan aligns with strategic plan and consistently monitor resource allocations to ensure long-term organizational stability and sustainability.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Activities are coordinated and managed by the Executive Director and/or Senior Coordinator Corporate Services supported by the Office Administrator.	●	●	●	●
<b>b</b>	Review resource needs for all DNO programs including establishment of a common document and file sharing system.	●	●	●	●
<b>c</b>	Explore new funding opportunities including sponsorship with a goal to leverage MTCS funding by 100%.	●	●	●	●
<b>e</b>	Conduct regular staff meetings (24 staff meetings, 24 senior staff meetings) and undertake annual staff performance reviews and evaluations for each staff member.	●			●
<b>f</b>	Identify opportunities for professional development, renewal, and succession.	●	●	●	●
<b>g</b>	Maintain a positive and effective workplace.	●	●	●	●

### 04 Priority Action Area

**Ensure** all service contracts with outside organizations reflect DNO's mission and vision.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Conduct annual reviews and audits of contracts, mandates, and deliverables.	●	●	●	●
<b>b</b>	Keep contract and MOU templates current and available.	●	●	●	●



## Governance & Administration | Strategic Focus

### 05 Priority Action Area

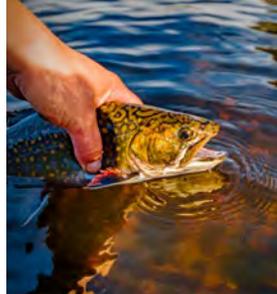
**Establish** quantifiable performance metrics with clear targets across all pillar areas to ensure DNO's strategic actions are translating into improved regional performance.

Key Activities		Q1	Q2	Q3	Q4
a	Track performance and provide reports to funders as required and on-time.	●	●	●	●
b	Identify and monitor priorities/initiatives that require compliance with Destination Northern Ontario's Risk Management Plan.	●	●	●	●
c	Maintain five-year strategic plan and develop annualized business plans in accordance with MTCS directives.			●	●



### Performance Measures

✓	Board, staff and partner engagement and satisfaction with progress in accomplishing strategic directives.
✓	Percentage of planned initiatives undertaken, completed and on-budget and percentage of core budget leveraged.
✓	Annual financial audit is clean, on-time, and with no deficit.



## Destination Development

Destination Northern Ontario lead staff continue to proactively collaborate on initiatives across all pillars and to develop and implement product plans, as well as broader destination development strategies across the region, the three sub-regions and individual municipalities as well as unique smaller geographic areas.

The Ministry of Tourism, Culture and Sport defines destination development as "a collaborative approach to enhancing a location as a desired destination for tourists that encompasses all/any of marketing, product development, investment attraction and workforce development."

### Destination Development may include:

- Understanding what draws visitors to a place;
- Developing the right products/experiences/services to meet visitor needs; and
- Effectively marketing priority products to a target market.

# 01 Product Development

## OBJECTIVE

Hiawatha Highlands Mountain Biking – Sault Ste. Marie / Destination Ontario – Colin Field

The primary objective to guide Product Development in Northern Ontario over the next year is:

*To enhance the visitor experience through well-designed tourism products that meet current and future customer demand.*

The COVID-19 pandemic put the product development pillar into a new perspective in the last three fiscals. Due to the shift in available markets and consumer demand, it is more important than ever to consider product quality and diversity so that visitors continue to make Northern Ontario their destination of choice.

To effectively assess Northern Ontario's current product offerings post-pandemic, a full inventory and assessment exercise will begin in 2023. This will see all current product offerings inventoried, including attractions, experiences, services, private operators and tourism information centres, and assessed according to their alignment with priority experiences and their market-readiness. Often, product offerings have a champion or custodian who is primarily responsible for bringing it to market. For example, the Lake Superior Circle Tour is associated with Superior Country as it is primarily marketed through that organization.

This exercise will also identify champions of products to ensure sustainability and continuity.

Projects aligning with Destination Northern Ontario's priority products and experiences will continue to emerge as a result of discussion and direction of their corresponding product teams. Product teams will also be instrumental in identifying product for assessment and inventorying. To support this work, Destination Northern Ontario will continue to invest in research and market analysis relative to up and coming and existing products.

Finally, Destination Northern Ontario will continue to set the foundation for improved visitor services across the north. This includes supporting community and trails wayfinding, supporting Tourism Information Centres so they have capacity to be true ambassadors of the region and leveraging training opportunities to set a standard of excellence as it pertains to the visitor experience.

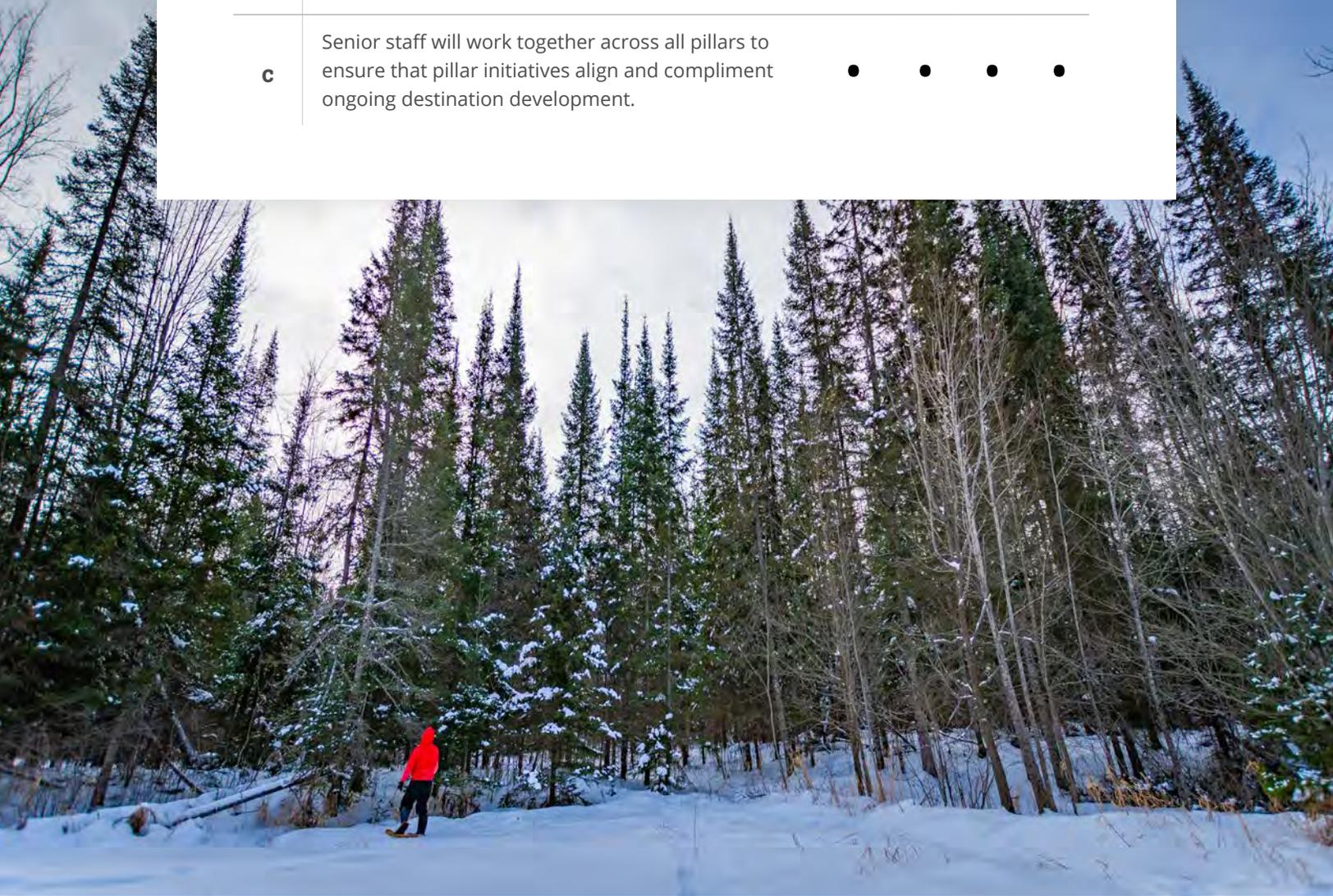


# Product Development | Strategic Focus

## 01 Priority Action Area

**Implement** staffing plan to demonstrate leadership, execute and report on initiatives within the product development pillar.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Senior Coordinator to implement key activities and action areas with aid of Industry Communications Coordinator and Product Inventory Intern.	●	●	●	●
<b>b</b>	Review Product Development Strategy(ies) and reporting process.	●	●	●	●
<b>c</b>	Senior staff will work together across all pillars to ensure that pillar initiatives align and compliment ongoing destination development.	●	●	●	●





## Product Development | Strategic Focus

### 02 Priority Action Area

**Maintain** the momentum for Northern Ontario’s best-bet products and experiences by concentrating on priority product development initiatives that will enhance the visitor experience, resonate with new and existing visitors, and lead to increasing visitation and yield.

Key Activities		Q1	Q2	Q3	Q4														
<b>a</b>	Inventory, assess and identify champions for current bestbet products and experiences through a minimum of 11 product teams and working groups through the lens of recovery and growth through consultation, a minimum of 40 meetings, engaging a minimum of 100 industry stakeholders.stakeholders.	●	●	●	●														
	<p><b>Product Teams</b></p> <table border="0"> <tr> <td>1. Angling</td> <td>8. 2SLGBT+</td> </tr> <tr> <td>2. Touring including Motorcycle &amp; Auto RV Touring</td> <td>9. Nature &amp; Adventure (Parks, Paddling &amp; Trails)</td> </tr> <tr> <td>3. Culture &amp; Heritage</td> <td>10. Powersports including Boating, Snowmobile &amp; ATVing</td> </tr> <tr> <td>4. Cycling</td> <td>11. Accessibility</td> </tr> <tr> <td>5. Francophone</td> <td>12. Renewable Tourism</td> </tr> <tr> <td>6. Gateway &amp; Destination Communities</td> <td>13. Rail Tours</td> </tr> <tr> <td>7. International</td> <td></td> </tr> </table>	1. Angling	8. 2SLGBT+	2. Touring including Motorcycle & Auto RV Touring	9. Nature & Adventure (Parks, Paddling & Trails)	3. Culture & Heritage	10. Powersports including Boating, Snowmobile & ATVing	4. Cycling	11. Accessibility	5. Francophone	12. Renewable Tourism	6. Gateway & Destination Communities	13. Rail Tours	7. International					
1. Angling	8. 2SLGBT+																		
2. Touring including Motorcycle & Auto RV Touring	9. Nature & Adventure (Parks, Paddling & Trails)																		
3. Culture & Heritage	10. Powersports including Boating, Snowmobile & ATVing																		
4. Cycling	11. Accessibility																		
5. Francophone	12. Renewable Tourism																		
6. Gateway & Destination Communities	13. Rail Tours																		
7. International																			
<b>b</b>	Identify new products and/or demographics for existing products and support further development through research, market analysis and fixed roof accommodation trends through the completion of a minimum of one research project, one market analysis project and 12 monthly accommodation reports.	●	●	●	●														
<b>c</b>	Leverage opportunities through other pillar programming and partnership to streamline annual goals including inventorying, assessing, and researching best-bet products and experiences.	●	●	●	●														
<b>d</b>	Leverage Ministry of Tourism, Culture and Sport funding through strategic partnership by way of a minimum of four collaborative initiatives leveraging a minimum of \$250,000 additional funding for tourism product development.	●	●	●	●														

### 03 Priority Action Area

**Ensure** alignment of Northern Ontario products and experiences with Destination Ontario’s strategic priorities and the “visitor first” mindset.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Collaborate with Destination Ontario and Northern partnerships and ensure alignment with Ministry of Tourism, Culture and Sport priorities.	●	●	●	●
<b>b</b>	Monitor product team strategy implementation process.	●	●	●	●



## Product Development | Strategic Focus

### 04 Priority Action Area

**Set the foundation** for improved visitor services and product quality across the region.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Continue to support bilingual community wayfinding and trails wayfinding through partnership and to leverage FedNor, NOHFC and two industry partners by a minimum of 50%.	●	●	●	●
<b>b</b>	Following DNO's TIC Strategy, continue to develop and offer training, communication tools and ensure better coordination among Northern Ontario TICs by supporting on-line customer service training for a minimum of 25 TIC counsellors, extend the SEP program for a minimum of 13 students, and improve gateway signage for one additional TIC.	●	●	●	●
<b>c</b>	Leverage opportunities through other pillar programming and partnership to streamline annual goals including inventorying, assessing and researching best-bet products and experiences.	●	●	●	●



### Performance Measures

✓	Number of new and existing products inventoried and assessed.
✓	Number of new and updated products available for market resulting from product development activities.
✓	Maintain the number of stakeholders participating in product development activities; achieve 100% of product team satisfaction and an overall 75% level of industry satisfaction.
✓	Percentage of initiatives completed compared to target of 100% of planned product development initiatives including research, wayfinding projects and training opportunities.

## 02

## Investment Attraction

## OBJECTIVE

The primary objective to guide Investment Attraction and Economic Development in Northern Ontario over the next year is:

*To increase investment in the tourism industry to enhance visitor experiences.*

Destination Northern Ontario established Investment Attraction & Economic Development as a key pillar in 2021, in line with the existing pillars that guide DNO's activities. Investment Attraction activities aid the region as the industry recovers from the global pandemic, with a focus on business recovery, succession and enhanced opportunities in unserved/underserved areas. Run under the direction of the Senior Coordinator, Investment Attraction and Economic Development, this position manages DNO's investment attraction priorities, and oversees economic

development programming in conjunction with a long-term strategic plan that fosters partnerships and collaborative efforts at the local, regional, and pan-Northern levels.

Through the lens of recovery, research will play an important role in the product development initiatives of 2023-24. Initiatives including travel trends, domestic market trends and U.S. travel intentions will be completed over the fiscal year to guide the regions' product development and marketing activities throughout the year and beyond.

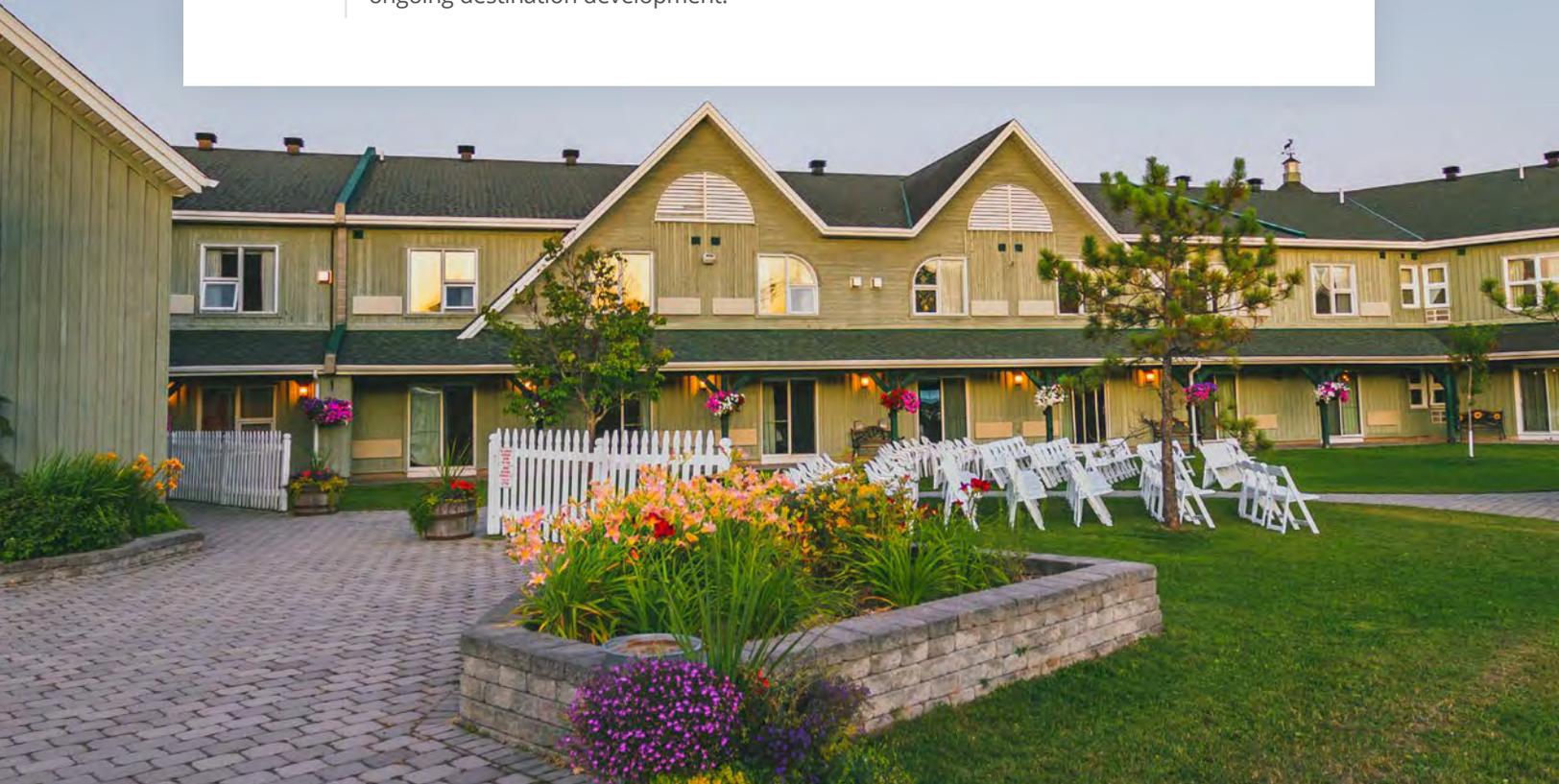


## Investment Attraction | Strategic Focus

### 01 Priority Action Area

**Play an active role** in investment attraction and economic development to Northern Ontario's tourism industry.

Key Activities	Q1	Q2	Q3	Q4
<b>a</b> Investment attraction priorities will be managed by the Senior Coordinator, Investment Attraction and Economic Development with the assistance of a support staff, as resources allow.	●	●	●	●
<b>b</b> Implement and further develop DNO's Investment Attraction strategy.	●	●	●	●
<b>c</b> Engage the investment and economic development community through a minimum of 24 interactions and 48 stakeholders including municipalities that have implemented or are considering implementing a Municipal Accommodation Tax.	●	●	●	●
<b>d</b> Senior staff will work together across all pillars to ensure that pillar initiatives align and complement ongoing destination development.	●	●	●	●





## Investment Attraction | Strategic Focus

### 02 Priority Action Area

Through research enhance DNO’s role as a resource for Northern Ontario businesses seeking investment and for Northern Ontario’s investment community.

Key Activities		Q1	Q2	Q3	Q4
a	Conduct consumer market research, including the use of regional visitor data that has been actively collected at partnering travel information centres, to measure and gauge visitor travel preferences and intentions, resulting in a minimum of two research reports completed.	●	●	●	●
b	Continue to track and monitor monthly border crossing data in partnership with Ministry of Tourism, Culture and Sport.	●	●	●	●
c	Explore future research collaborations with regional partners including tracking international spending and working with municipalities that have implemented the Municipal Accommodation Tax.	●	●	●	●
d	Continue to track urban hotel/motel accommodations performance and fixed roof accommodation performance per sub-region on an annual basis with 12 monthly hotel reports delivered and one annual report completed for all fixed roof accommodations, complemented with data from AirBnB/VRBO.	●	●	●	●
e	Continue to update operator database with 100% of entries reviewed and/or enhanced.	●	●	●	●
f	Track KPIs through product team research.	●	●	●	●





## Investment Attraction | Strategic Focus

### 03 Priority Action Area

**Provide support** for investment into Northern Ontario tourism products and experiences.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Continue to enhance resource centre on DNO's website by reviewing 100% of directory listings, updating as necessary, successful completion of a website audit, and acting on audit findings.	●	●	●	●
<b>b</b>	Invite partners and advisors to discuss relevant investment related topics at DNO Board meetings, conferences and other stakeholder gatherings.	●	●	●	●
<b>c</b>	Develop tools and resources aimed at new Canadians and 'New to the North' individuals and potential entrepreneurs.	●	●	●	●
<b>d</b>	With DNO's Communications officer, relay information relative to Northern Ontario investment to industry through 25 related articles, newsletters, social media posts, and direct communications with industry professionals.	●	●	●	●
<b>e</b>	Attend at least six conferences/events/sessions annually on behalf of DNO in the investment attraction, economic development, and municipal realms to promote programming and build partnerships.	●	●	●	●





## Investment Attraction | Strategic Focus

### 04 Priority Action Area

**Play an active role** in the facilitation of investment attraction and economic development activities to Northern Ontario's tourism industry.

Key Activities		Q1	Q2	Q3	Q4
a	Provide support to facilitate succession planning to a minimum of five stakeholders, directly and/or indirectly through partnerships.	●	●	●	●
b	Provide grant writing assistance to first time applicants to complete a minimum of five applications.	●	●	●	●
c	Update and maintain list of tourism investment funding resources.	●	●	●	●
d	Explore opportunities for access to capital funding for operators.	●	●	●	●
e	Champion the recognition of tourism in economic development and municipal strategic plans for Northern Ontario communities. Maintain regular communication with economic development stakeholders through scheduled meetings, events, and one-on-one communications.	●	●	●	●
f	Champion the rejuvenation of Northern Ontario's transportation networks including rail and restoring rental vehicle fleet availability post-pandemic.	●	●	●	●
g	Research, identify solutions, and champion improved visitor services for pan-northern travel on highways, focusing on rest stops, points of interest, safety issues, and introducing electric vehicle charging stations along key travel routes.	●	●	●	●





## Investment Attraction | Strategic Focus

### 04 Priority Action Area (cont'd)

**Play an active role** in the facilitation of investment attraction and economic development activities to Northern Ontario's tourism industry.

Key Activities		Q1	Q2	Q3	Q4
<b>h</b>	Support the Senior Coordinator, Training, the Ontario Tourism Innovation Lab, and regional partners to deliver sub-regional 'Spark' programs on an annual basis. Follow up mentorship with previous 'Spark' finalists.		●	●	
<b>i</b>	Working with Executive Director and Senior Coordinators across all pillars and municipal and other tourism partners focus on tourism development on unserved/underserved areas, engaging with championing stakeholders.	●	●	●	●
<b>j</b>	Champion for access to capital, with specific focus on the tourism industry, in order to facilitate growth, development and succession of tourism businesses.	●	●	●	●
<b>k</b>	Support the Senior Coordinator, Training to explore the viability of a mentorship program for Northern Ontario's tourism operators and specifically to business operations and financial activities.	●	●	●	●
<b>l</b>	Work to establish relationships with stakeholder partners to increase 'big data' collection for use in pillar activities.	●	●	●	●
<b>m</b>	Support stakeholder partners to develop investment attraction tools for site selection, business succession and tourism development on a pan-Northern scale in specific key sectors.	●	●	●	●



### Performance Measures

✓	Growth in leveraged funding from other sources.
✓	Increase in usage of DNO's investment attraction tools and resources.
✓	Increased investment into Northern Ontario businesses (new and existing).
✓	Increase in economic development and other stakeholder participation.

03

# Workforce Development & Industry Training

## OBJECTIVE

 Lodge Eighty-Eight – Algoma Country /  Algoma Kinniwabi Travel Association – So Fly

The primary objective to guide Workforce Development and Industry Training in Northern Ontario over the next year is:

*Facilitate and support the attraction, development, and retention of a tourism workforce to enhance the customer experience.*

Destination Northern Ontario continues to take a leadership role in proactively guiding Workforce Development and Industry Training for tourism operators, employers, communities and destinations, and educators in Northern Ontario through a wide variety of programs during and beyond recovery from COVID-19. In line with Ministry of Tourism, Sport and Culture and Destination Ontario, it is ultimately focused on enhancing visitation and the “Visitor First” experience.

Continuing to implement its five-year workforce development and industry training strategy, Destination Northern Ontario will develop new initiatives to complete identified gaps, update and deliver curriculum, work with existing partners, deliver mentorship post-training under the Recovery Project and in coordination with Investment Attraction pillar, and incorporate technology where appropriate. It will also continue the training and wage subsidy program through its Tourism SkillsNet North program.



## Workforce Development & Industry Training | Strategic Focus

### 01 Priority Action Area

**Implement staffing plan** to demonstrate leadership and execute and report on initiatives within the workforce development and industry training pillar.

Key Activities	Q1	Q2	Q3	Q4
<b>a</b> Senior Coordinator to implement key activities and action areas with support of Online Learning Coordinator, Workforce Development Coordinator, Workforce Development Advisor, Workforce Development & Industry Training Intern (FedNor), and TEN Industry Partners assessing staff complement as needed to implement Destination Northern Ontario’s training strategy and multi-year training plan.	●	●	●	●
<b>b</b> Review and implement reporting process to ensure workforce development and industry training organizational excellence.	●	●	●	●
<b>c</b> Implement workforce development and industry training strategy and annualized work plan.	●	●	●	●
<b>d</b> Deliver training to increase internal staff capacity and reduce dependency on outside consultants.	●	●	●	●



## Workforce Development & Industry Training | Strategic Focus

### 02 Priority Action Area

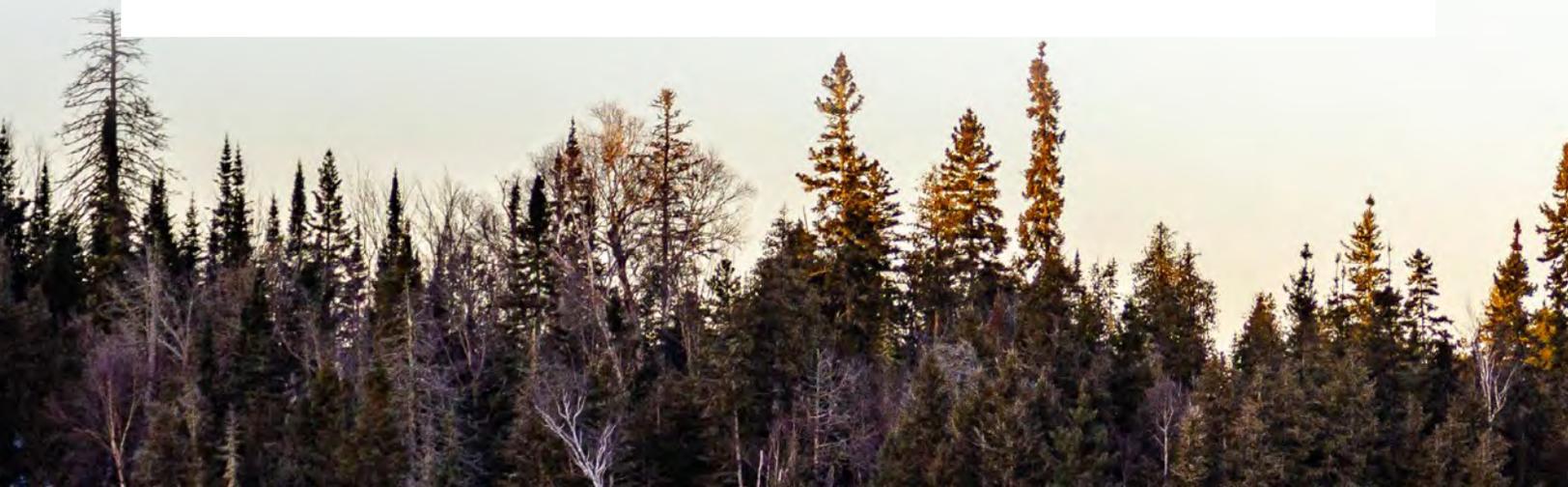
**Generate and share** industry research to support workforce development and industry training initiatives.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Research and identify Northern Ontario tourism workforce labour gaps to deliver one report as part of Skills Development Fund project.	●	●	●	●
<b>b</b>	In partnership, research and identify RTO 7 and 9 tourism workforce labour gaps to deliver two reports as part of Skills Development Fund project.	●	●	●	●
<b>c</b>	Research tourism five-star rating system to deliver one report.			●	●

### 03 Priority Action Area

**Work with partners** to address the labour market shortage and skills gaps across the region and province through the delivery of an enhanced multi-year and multi-faceted plan of the **Tourism SkillsNet North program**.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Work in collaboration with Nature and Outdoor Tourism Ontario (NOTO), Ontario Tourism Education Corporation (OTEC) to deliver a 3-Year program to recruit, train and match job seekers/participants with available job opportunities funded by Ministry of Labour, Training and Skills Development (Skills Development Fund) for RTO's 13, 7 and 9.	●	●	●	●
<b>b</b>	Implement a Tourism as a Career Awareness Campaign including a 'Tourism Rocks' Toolkit and Ambassador program.	●	●	●	●
<b>c</b>	Ongoing performance monitoring and assessment.	●	●	●	●





## Workforce Development & Industry Training | Strategic Focus

### 04 Priority Action Area

**Work with partners** to develop and deliver priority training that addresses industry skill gaps, builds capacity, and aligns with priority product development goals through the **Tourism Excellence North program**.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Continue to engage Brokers, DNO Product Teams and Training Specialists in an ongoing collaborative process.	●	●	●	●
<b>b</b>	Collaborate with organizations already delivering or positioned to deliver training that supports increased capacity or excellence for Northern Ontario's priority sectors.	●	●	●	●
<b>c</b>	Collaborate with external tourism and training organizations to tailor and potentially deliver segments of training for a minimum of 2 training workshops to 24 participants (operators, destinations and communities) of which some may be online.	●	●	●	●
<b>d</b>	Develop partnerships with education facilities and community development agencies and organizations to minimize barriers to address labour gaps, meet training needs and eliminate barriers to training opportunities.	●	●	●	●
<b>e</b>	Deliver 12 sector training opportunities to 250 participants at Northern Ontario Tourism Summit or Training Week(s).			●	
<b>f</b>	Deliver one Best Practices Mission to 12 participants and research one Best Practices Mission.	●		●	
<b>g</b>	Deliver a minimum of 2 webinars as part of the ADAPT 2020: A Webinar Series for Tourism (60 participants) as a result of the COVID-19 pandemic.	●		●	●





## Workforce Development & Industry Training | Strategic Focus

### 05 Priority Action Area

**Continue** to enhance on-line training, tracking, opportunities for accreditation and micro-credentials, and mentorships (Recovery Program).

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Continue to research and identify new approaches to assessment, peer-to-peer training, online learning, self-directed training and the use of technology to enhance learning and skill development including the use of course badges and/or digital certificates awarded based on a set of criteria and displayed in the user's profile. The course badge/certificate will be awarded for completing a course by TEN.	●	●	●	●
<b>b</b>	Continue to research, identify and participate in peer-to-peer training on the development and incorporation of online courses, web-based workshops and self-directed training.	●	●	●	●
<b>c</b>	Continue to develop and deliver new curriculum/content for online learning, self-learning, group learning, personalized and/or mentorship training solutions delivered.	●	●	●	●
<b>d</b>	Develop and implement a post-training mentorship program to training participants in coordination with the Senior Coordinator, Investment Attraction.	●	●	●	●
<b>e</b>	Continue to develop a series of new bilingual tools and training modules that could include certifications for completion. This includes a redesign/development of DNO/TEN's training portal.	●	●	●	●

### 06 Priority Action Area

**Develop strategies** to increase industry awareness, engagement and enrollment in Destination Northern Ontario and partner training opportunities.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Create and publish an annual calendar of training opportunities across Northern Ontario, including those offered by other organizations, accessible online for the public (monthly or bi-monthly updates) through the Recovery program.	●	●	●	●
<b>b</b>	Continue to foster partnerships among educational organizations, community employment training programs and industry to expand delivery and reach through both the Recovery and TSNN programs.	●	●	●	●
<b>c</b>	Create and implement a marketing and communication plan for TEN through the Recovery program.	●	●	●	●
<b>d</b>	Maintain and deliver post-training resources guide to minimum 200 training participants.	●	●	●	●



## Workforce Development & Industry Training | Strategic Focus



### Performance Measures



Number of stakeholders reporting business/customer improvements as a result of Destination Northern Ontario training activities.



Number of stakeholders participating in and showing satisfaction with Destination Northern Ontario training activities.



Percentage of initiatives completed compared to target (100% of planned workforce development activities).



## 04

# Marketing & Communications

## OBJECTIVE

Agawa Canyon Tour Train / Tourism Sault Ste. Marie

The primary objective to guide Marketing in Northern Ontario over the next year is:

*To increase awareness of Northern Ontario as a travel destination and increase conversion in target markets.*

## Marketing

With the overall objective of increasing tourism receipts in Northern Ontario, and more specifically, increasing receipts to 10% of the overall spend in the province of Ontario, Destination Northern Ontario must continuously push the envelope when marketing its best-bet products and experiences to potential visitors. As demand grows for new and upcoming product, it is equally as important to foster the already existing visitor base for the avid consumers including in fish and hunt markets as well as powersports.

Consumer marketing will be broken down into two segments; defend and maintain and rise and shine. Defend and maintain products will be marketed to existing consumers and in traditional travel corridors that have proven ROI and visitation. In order to diversify and surpass traditional spending in the region, Destination Northern Ontario will also look to rise and shine products such as the soft outdoors and touring. These markets will be nurtured in conjunction with maintaining existing markets which will

in turn, result in a holistic marketing approach for the North. International markets remain vitally important to the grow of tourism receipts in the region as we know the rate of return on those consumers is four times those of an average visitor.

Destination Northern Ontario will continue to develop pan-Northern marketing tools that help the region to promote and sell viable tourism products including the Northern Ontario Trip Planner which is the cornerstone of itinerary development for the North. Alongside industry partners, the organization will support the development of e-commerce platforms that provide the consumer a seamless path-to-purchase and increase direct sales in the region.

Destination Northern Ontario will take its cue from provincial strategies and frameworks as they are released to revise its new three-year digital strategy as well as a Northern Ontario Tourism Marketing Strategy in partnership with Destination Ontario. These documents will guide marketing activities this fiscal and beyond.

## Communications

Destination Northern Ontario has aligned its industry communications initiatives to demonstrate leadership and a strategic direction to increase awareness of the Northern Ontario tourism sector's social and economic importance.

Over the past five years, industry communications have been intentionally created, curated and directed to three audience streams: government and economic development professionals, tourism operators and owners, and municipalities and communities. This approach has allowed the organization to communicate relevant content on programs, events, and industry news to those most likely to engage with it.

To effectively raise awareness of Destination Northern Ontario's activities and its initiatives among existing industry and institutional stakeholders, a three-year Communications Strategy was completed during the 2022-23 fiscal year, through the lens of the 2023-25 Industry Digital Strategy. The 2022-25 Communications Strategy will provide a strategic direction and a consolidated approach to ensure consistent and clear messaging, through all content relevant to the tourism sector and Destination Northern Ontario's priority areas. Through the implementation of the strategy, corporate communications will be guided until the end of 2025.





# Marketing & Communications | Strategic Focus

## 01 Priority Action Area

**Implement** Strategic Direction for Marketing Tourism in Northern Ontario in partnership with Destination Ontario, Destination Marketing Organizations and other industry stakeholders which supports a pan-Northern approach to marketing the region as a destination of choice.

Key Activities		Q1	Q2	Q3	Q4
a	Senior Coordinator to implement key activities and action areas with aid of Industry Communications Coordinator and Visual Communications Designer	●	●	●	●
b	Implement year one industry and consumer digital strategies	●	●	●	●
c	Develop and implement, in partnership with Destination Ontario and industry partners, one new tourism marketing strategy for Northern Ontario.	●	●	●	●
d	Implement one Communications Plan.	●	●	●	●
e	Continue to engage industry partners via marketing and summit working groups.	●	●	●	●
f	Senior staff will work together across all pillars to ensure pillar initiatives align and compliment ongoing destination development.	●	●	●	



## Marketing & Communications | Strategic Focus

### 02 Priority Action Area

**Enhance** Destination Northern Ontario's role as a resource by supporting tourism businesses and organizations with customized marketing tools that will increase collaboration, awareness, distribution, conversion, performance, and tracking.

Key Activities		Q1	Q2	Q3	Q4
a	Support the development of one e-commerce platform that meet the needs and expectations of today's consumers to increase sales in the region.	●	●	●	●
b	Continue to grow and develop NorthernOntario.Travel, including the Northern Ontario Trip Planner, as the premier consumer-facing marketing platform for RTO13 by launching one redeveloped portal to consumers.	●	●	●	●
c	Align a minimum of 75% of NorthernOntario.travel performance measures and targets with new digital strategy and provincial objectives.	●	●	●	●
d	Grow collective digital asset library with compelling photography and video and ensure it is relevant, accessible and affordable to industry by implementing one digital assessment management system and increasing assets by 15% YoY.	●	●	●	●
e	Evaluate a minimum of four reporting templates and all key performance indicators to ensure relevancy and alignment with the overall goal of growing Northern Ontario's share of provincial tourism receipts to 10%.	●	●	●	

### 03 Priority Action Area

**Generate** and share industry research to assist in planning and to increase effectiveness of marketing initiatives.

Key Activities		Q1	Q2	Q3	Q4
a	Implement new tracking and reporting measures on NorthernOntario.travel and the Trip Planner to gain greater insight to potential consumer trends	●	●		
b	Execute a minimum of two consumers surveys to potential visitors on trip motivators and other key insights via marketing tools.	●	●		
c	Undertake a minimum of one market research project focusing on target demographics.	●	●		



## Marketing & Communications | Strategic Focus

### 04 Priority Action Area

**Continue** to develop and coordinate marketing initiatives that position Northern Ontario as a destination of choice through leveraged investments, efforts, and partnerships, to increase conversions and to grow visitation and yield ensuring alignment with priority products and experiences.

Key Activities		Q1	Q2	Q3	Q4
<b>a</b>	Continue to acquire and maintain existing content and itineraries for NorthernOntario.travel through marketing partners to result in a minimum of 1,000,000 sessions, a cost per click of 50 cents, and 100 new stories/itineraries uploaded to the portal.	●	●	●	●
<b>b</b>	Increase Northern Ontario’s profile as a destination of choice through investment in a minimum of two collaborative pan-northern campaigns that represent best-bet products to new and existing markets.	●	●	●	●
<b>c</b>	Invest in a minimum of eight communities and destinations to defend and maintain established products to target markets to maintain visitation and receipts.	●	●	●	●
<b>d</b>	Invest in a minimum of eight communities and destinations to grow markets for new and upcoming tourism products to increase visitation and new spending.	●	●	●	
<b>e</b>	Align marketing efforts with PMO to maximize brand awareness in target markets.	●	●	●	●
<b>f</b>	Invest a minimum of twelve product tours and media familiarization tours that showcase best-bet products, align with the organization’s overall marketing and product development goals and maximize opportunities to participating partners.	●	●	●	●



# Marketing & Communications | Strategic Focus

## 05 Priority Action Area

To **increase** engagement within the tourism sector, increase awareness of Destination Northern Ontario initiatives and promote the positive impacts tourism.

Key Activities		Q1	Q2	Q3	Q4
a	Industry Communications Coordinator to implement key activities and action areas with aid of Visual Communications Designer, assessing staff complement as needed.	●	●	●	●
b	Review and implement reporting process to ensure organizational excellence and strong industry communications.	●	●	●	●
c	Enhance perceptions of Northern Ontario by updating and maintaining Destination Northern Ontario's Media Relations Kit.	●	●	●	●
d	Implement annual Communications Plan through the lens of the 2023-25 Industry Digital Strategy.	●	●	●	●
e	Ensure 100% consistent usage of organizational and Ministry styles, logos, etc.	●	●	●	●
f	Continue to enhance website data and resource centre.	●	●	●	●
g	Continue to engage industry partners through the annual Northern Ontario tourism training event and increase satisfaction by 10%.		●		
h	Undertake a minimum of six industry awareness and satisfaction surveys.				●
i	Implement a francophone engagement strategy and an Indigenous engagement strategy within industry.	●	●	●	●
j	Maintain and increase existing profiles across all social media channels with a growth of 10% YoY.	●	●	●	●
k	Develop one social media plan to determine realistic social marketing goals and build an audience of activated and informed followers.	●	●	●	●
l	Create one Destination Northern Ontario industry calendar to generate awareness of Northern Ontario's industry events.	●	●	●	●
m	Execute two awareness campaigns that promote tourism as a viable career, economic driver and growth sector.	●	●	●	●



## Performance Measures

✓	Increase % in web traffic, direct bookings, completed media fams and leveraged marketing efforts from partners
✓	Change in # of partners participating and satisfaction in marketing and communications programs.
✓	Percentage of initiatives completed compared to target (100%)

## 05

## Partnership

## OBJECTIVE

The primary objective to guide Partnership Initiatives in Northern Ontario over the next year is:

*To become a catalyst in building strategic alignment and promoting collaboration within the industry.*

Destination Northern Ontario has always been successful in identifying partners and working in partnership with tourism organization across the region. In fact, much of its core funding is partnered and leveraged with the sector.

However, the Ministry of Tourism, Culture and Sport has identified a separate pillar whereby RTOs can leverage their core investment, extend reach, incent participation in initiatives, and capitalize on the Municipal Accommodation Tax to further the implementation of strategic priorities.

Destination Northern Ontario will continue to work in all pillar areas, work with partners who have a track record of innovation and success, show strong leverage of the partnership allocation to undertake strategic planning and implementation, research, extend the reach and focus of marketing campaigns including destination awareness and industry awareness, as well as training and engaging the sector through specialized events like the Northern Ontario Tourism Summit.



## Partnership | Strategic Focus

### 01 Priority Action Area

**Continue** to build long-term relationships with industry partners, focus on projects that show progression beyond marketing, and increase available partnership funding for Destination Northern Ontario.

Key Activities		Q1	Q2	Q3	Q4
a	Managed by Senior Coordinators: Product Development, Investment Attraction and Economic Development, Training, and Marketing and Communications.	●	●	●	●
b	Review previous fiscal's initiative(s) to plan for initiatives for 2023-24.	●			
c	Undertake ongoing outreach to identify new partners and work with existing partners as required on partnerships that lead to enhanced core marketing action areas and support the recovery of the Northern Tourism industry during and after the global COVID-19 pandemic.	●	●	●	●
d	Senior staff will work together across all pillars to ensure pillar initiatives align and compliment ongoing destination development.	●	●	●	●

### 02 Priority Action Area

**Work with partners** to identify and undertake strategic partnerships focusing on tourism product development that will assist Northern Ontario's tourism sector navigate and recover from the global COVID-19 pandemic with an emphasis on strategic plan development and implementation.

Key Activities		Q1	Q2	Q3	Q4
a	<ul style="list-style-type: none"> <li>• Strategic Planning and Implementation</li> <li>• Community and Trails Wayfinding</li> </ul>				

### 03 Priority Action Area

**Work with partners** to identify and undertake strategic partnerships focusing on tourism product development that will assist Northern Ontario's tourism sector navigate and recover from the global COVID-19 pandemic with an emphasis on strategic plan development and implementation.

Key Activities		Q1	Q2	Q3	Q4
a	<ul style="list-style-type: none"> <li>• Tourism Awareness</li> </ul>				



## Partnership | Strategic Focus

### 04 Priority Action Area

**Work with partners** to identify and undertake strategic partnerships focusing on tourism workforce development and industry training that will assist Northern Ontario’s tourism sector navigate and recover from the global COVID-19 pandemic with an emphasis on initiatives that focus on labour or training gaps.

Key Activities		Q1	Q2	Q3	Q4
a	<ul style="list-style-type: none"> <li>Northern Ontario Tourism Summit</li> </ul>	●	●	●	●

### 05 Priority Action Area

**Work with partners** to identify and undertake strategic partnerships focusing on tourism marketing and communications that will assist Northern Ontario’s tourism sector navigate and recover from the global COVID-19 pandemic with an emphasis on tourism awareness, multi-media campaigns to support priority sectors that continue to face challenges, and those priority experiences that show the most promise as industry continues to navigate the impacts of COVID-19.

Key Activities		Q1	Q2	Q3	Q4
a	<b>1. Destination Awareness</b> <ul style="list-style-type: none"> <li>Resource Based Tourism Partnership(s)</li> <li>Airline Recovery Partnership</li> <li>Pan-northern Campaign(s)</li> </ul>	●	●	●	●
	<b>2. Fast Track to Success Marketing Co-op</b>				



### Performance Measures

✓	Maintain a minimum of 75 individual partners with 100% satisfaction in partnership activities.
✓	100% partnerships completed on time.
✓	Leverage \$2 for every \$1 partnership allocation (matching, non-matching, and in-kind contributions).
✓	Minimum 50% MTCS partnership allocation going to non-marketing partnerships

# Risk Management

Destination Northern Ontario has had a formalized risk management plan in place since 2020. Building off of this plan, the organization has continued to add levels of mitigation as risks have been identified through new process and policy.

It is expected that staff will maintain a high level of professionalism in the performance of their duties. The Executive Director, in consultation with the Board, will ensure that the staff complement is adequate and that staff members have the skill sets and competencies to carry out their work. Where warranted, Destination Northern Ontario may also contract out to independent contractors for specific tasks through a fair and transparent procurement process.

Destination Northern Ontario's Board of Directors is committed to ensuring that they uphold a high level of professionalism and integrity with a "zero tolerance" policy for any perceived or actual conflict of interest. In addition, financial audits are conducted annually, ensuring that funds are used appropriately and according to the terms of the Transfer Payment Agreement with His Majesty.

Additionally, Destination Northern Ontario completes comprehensive risk assessment plans for all projects over the total cost of \$50,000 to ensure risks are identified and analyzed before commencement of activities. This helps the organization through conversations with partners as it relates to potential shared risk and challenges on individual projects.

Finally, the availability of financial resources to carry out the initiatives outlined in this plan is of high importance. In light of this, Destination Northern Ontario is committed to meeting the reporting deadlines that are milestones in the payment schedule. In rare instances where financial gaps need to be bridged, Destination Northern Ontario has negotiated a substantial line of credit with its financial institution.



# Financial Plan

Ontario 

Destination Northern Ontario is funded by the Ministry of Tourism, Culture and Sport. Regional Tourism Organizations (RTO's) receive a core allocation consisting of a base amount based on performance compared to provincial fixed roof accommodation tourism receipts. There is also a partnership allocation that matches partner contributions from non-Provincial government sources.

Destination Northern Ontario's budget includes an allocation for pan-Northern Ontario initiatives as well as individual allocations to each of the three sub-regions.

APRIL 1ST, 2022 - MARCH 31ST, 2024

## Governance & Administration

Salaries and Benefits	\$	225,235.00
Governance	\$	50,000.00
Overhead & Facilities	\$	50,000.00
Finance & Administration	\$	50,000.00
Travel	\$	25,000.00
Industry Relations	\$	15,000.00
Information Technology	\$	10,000.00
	<b>Subtotal</b>	<b>\$ 425,235.00</b>

## Product Development

<b>Product Development</b>		
Salaries, Benefits and Coordination	\$	125,000.00
<b>Priority Products and Experiences</b>		
Angling & Hunting	\$	25,000.00
Culture & Heritage	\$	25,000.00
Gateway & Destination Communities	\$	25,000.00
Nature & Adventure	\$	25,000.00
Touring	\$	75,000.00
<b>Visitor Services</b>		
TIC Training & Coordination	\$	30,000.00
TIC Signage	\$	20,000.00
	<b>Subtotal</b>	<b>\$ 350,000.00</b>

## Investment Attraction

Salaries, Benefits and Coordination	\$	175,000.00
Research	\$	75,000.00
Support Resources	\$	50,000.00
Facilitate Initiatives	\$	50,000.00
<b>Subtotal</b>	<b>\$</b>	<b>350,000.00</b>

## Workforce Development & Industry Training

Salaries, Benefits and Coordination	\$	175,000.00
Research	\$	75,000.00
Tourism SkillsNet North (SDF)	\$	100,000.00
Tourism Excellence North	\$	45,000.00
Recovery Program	\$	145,000.00
Awareness	\$	15,000.00
<b>Subtotal</b>	<b>\$</b>	<b>500,000.00</b>

## Marketing & Communications

Salaries, Benefits and Coordination	\$	175,000.00
Marketing Tools	\$	295,000.00
Research	\$	25,000.00
Northern Ontario Destination Marketing	\$	200,000.00
Sub-Regional Destination Marketing	\$	900,000.00
Communications & Stakeholder Engagement	\$	105,000.00
<b>Subtotal</b>	<b>\$</b>	<b>1,700,000.00</b>

## Partnerships

Product Development	\$	150,000.00
Investment Attraction	\$	50,000.00
Workforce Development & Industry Training	\$	50,000.00
Marketing	\$	355,000.00
<b>Subtotal</b>	<b>\$</b>	<b>605,000.00</b>

## 2023-2024 Budget Total

**Total**    **\$**    **3,930,235.00**



**Destination Northern Ontario** / [destinationnorthernontario.ca](https://destinationnorthernontario.ca)  
**Tourism Excellence North** / [tourismexcellencenorth.ca](https://tourismexcellencenorth.ca)  
**Domestic Marketing** / [northernontario.travel](https://northernontario.travel)  
**International Travel Trade** / [northernontarioitt.com](https://northernontarioitt.com)



**T:** 705.575.9779  
**F:** 705.575.9780  
**E:** [info@destinationnorthernontario.ca](mailto:info@destinationnorthernontario.ca)







[destinationnorthernontario.ca](http://destinationnorthernontario.ca)

111 Elgin Street, Suite 304, Sault Ste. Marie, ON, Canada P6A 6L6

T » 705.575.9779 | F » 705.575.9780 | E » [info@destinationnorthernontario.ca](mailto:info@destinationnorthernontario.ca) | W » [destinationnorthernontario.ca](http://destinationnorthernontario.ca)

Ontario 